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Part 1: General

1.1. Shared Governance System

(Charte)
Walla Walla University has developed a system of shared governance that values and encourages broad participation in the institution's decision-making process. Administrators and governance committees cooperate in formulating and administering policy, in representing the interests of faculty, staff, and students in administrative and academic decisions, and in promoting the University's mission.

As its mission, Walla Walla University is a community of faith and discovery committed to

- Excellence in thought
- Generosity in service
- Beauty in Expression
- Faith in God

The shared governance system supports and reflects this mission in the following ways.

- Excellence in thought is reflected in a system that encourages deliberative decision-making and that values input from a wide cross-section of campus.
- Generosity in service is reflected in a system that enhances administrative, faculty, staff, and student commitment by encouraging involvement in the University decision-making process.
- Beauty in expression is reflected in a document that provides a clear expression of the ethos of the University and its values.
- Faith in God is reflected in a system that promotes the shared vision and values of an inclusive faith community.

1.1.1. Method of Establishment

(Charte)
The Governance Handbook and the governance system outlined therein is established by a majority vote of the Board of Trustees upon recommendation of the Walla Walla University faculty to the President as chief officer of the University and representative of the Board of Trustees.

(Procedure)
Because of the complex and dynamic nature of the structures that constitute a living, developing organization, the writing of the handbook is an ongoing process. A handbook was first issued in 1953. A major rewriting in 1971 expanded the role of faculty governance and made specific provisions for revision, including mandating a loose-leaf format. Extensive revisions were made in 1980, with further refinements in 1983 and 1986. The 1991 rewriting incorporated previous revisions and featured a reorganization designed to streamline the revision process by dividing the handbook into three parts: Charter, Bylaws, and Procedures. Appendices, which contain supplementary documents providing information relevant to university governance, were attached. Extensive revision to the governance system was made in 2013 to enhance efficiency and revisions were made in 2018 to the structure of the handbook to enhance clarity.

1.1.2. Benefits of a Shared Governance System

(Charte)
The benefits of a shared governance system extend equally to administration, faculty, staff, and students. Committees provide the checks and balances that are essential to any successful democratic institution. By including participation from administration, faculty, staff, and students, the system represents the various interests that can and should be expressed. The broad participation in governance enhances understanding, support, and success for administrative decisions and policies and promotes the commitment and trust of faculty, staff, and students.

A shared governance system also promotes continuity during periodic changes in administrative leadership, facilitates long-range planning, and encourages leadership development. Finally, shared governance builds the trust and respect that are essential to the health and vitality of an institution.

### 1.1.3. Structure of the Governance System

(Charter)
The shared governance system of the University is composed of the following major governance bodies:

- **Board of Trustees**
The Board of Trustees has the responsibility to set general University policy in such areas as institutional mission, large capital investments, and tuition and fees. In consultation with representatives of administration, faculty, staff, and students, the Board appoints administrators. The Board approves faculty, chair/dean, and tenure appointments.

- **Administration**
Administration has the responsibility to allocate human and financial resources to carry out policies set by the Board of Trustees, to insure the effective delivery of the curriculum and services, and to maintain the infrastructure. The University President has primary responsibility for establishing the strategic plan of the University.

  Administrators should engage the University governance system for input on academic planning and policy decisions that affect faculty, staff, or students. In urgent situations demanding immediate administrative action, administrators should seek input from University Master Planning Committee. Administrators are responsible for communicating and explaining decisions to faculty, staff, and students.

- **University Assembly**
The University Assembly is the parent body for shared governance and has ultimate authority to veto or refer actions of governance bodies that are responsible to it.

- **University Senate**
The University Senate is the primary legislative body of the university. Actions of University Senate not vetoed or referred by University Assembly become formal recommendations to the President as chief officer of the University and representative to the Board of Trustees.

Subject to the approval of the President, the Senate shall have the authority and responsibility to

1. implement curricula, degree requirements, admission and retention requirements, and other matters relating directly to the academic program.

2. formulate and recommend policies with respect to those student activities that relate directly to the academic process.

3. formulate and recommend requirements for appointments, evaluation, tenure, and promotion of faculty.

4. represent faculty and staff to the administration by reviewing administrative initiatives and making recommendations.

5. delegate tasks to appropriate governance committees and create ad hoc committees as needed.
1.1.3.1. Governance System Workflow

Procedures for adopting changes to policies, practices, or documents of the University (hereafter referred to as policy), unless otherwise directed in the Governance Handbook, will be as follows:

1. Policy is typically drafted at the committee level but may also originate with administrators who bring policy concepts to an appropriate committee.

2. In drafting policy, committees may seek input from other committees or administrators or, with administrative support, consult experts.

3. As directed by the Governance Handbook or by committee action, a chair will inform other committees or administrators of policy considerations and/or actions of the committee.

4. Policy is recommended by committees to administrators or to deliberative groups as defined in the Governance Handbook (See Section N.2, “Governance Organizational Diagram” [186]) for further consideration or action.

5. Deliberative groups review or approve policy. Review generally occurs before a policy is approved. Approval is done only once per policy decision.

6. Where further deliberation is called for in the Governance Handbook, the appropriate deliberative groups may, once a policy has been approved, be called upon to review or to ratify the policy.

To facilitate information sharing between participants in the governance system, committee documents shall be made available where possible. The Central File is an electronic repository of committee minutes and documents. Minutes of all governance committees shall be submitted to the Central File, except where otherwise specified in committee descriptions.

1.1.4. Structure of the Governance Handbook

The Governance Handbook outlines the structure of the governance system, the personnel who participate in that system, and the committees that make up the system. The handbook is divided into three parts:

- **Charter**
  The parts of the handbook that describe the general purpose and or philosophy of the governance system or some portion thereof make up the charter.

- **Bylaws**
  The parts of the handbook that describe the rules and regulations by which the governance system operates make up the bylaws. No provision of the bylaws may supersede the charter.

- **Procedure**
  The parts of the handbook that describe the process by which the rules and regulations are followed and by which the governance system functions make up the procedures. Procedures derive their authorization from the charter and bylaws, and no provision of the procedures may supersede a provision of the bylaws or charter.

To maintain clear and consistent language within the Governance Handbook, the Governance Handbook Committee will maintain a list of terms and definitions (See Glossary of Handbook Terms [111]) to describe actions taken by committees and campus groups operating under the authority of the Governance Handbook.

1.1.4.1. Process for Handbook Revisions

(Charter)

Proposed revisions of statements within the Handbook charter, bylaws, and procedures are first reviewed by the Governance Handbook Committee, as described in the bylaws, and referred with recommendations to the University Senate for discussion and action. Proposed revisions shall be distributed to all administration, faculty, and staff prior to University Senate discussion and action.
Revisions of statements within the charter and bylaws are approved by University Senate in a regularly scheduled meeting at least two weeks after being introduced to Senate. Actions are reviewed at the next regularly scheduled University Assembly. If the University Assembly takes no action at that time, the action of University Senate becomes a formal recommendation to the President.

Formal recommendations for revisions to the charter must be ratified by the Board of Trustees. Formal recommendations for revisions to the bylaws are reviewed by the Board of Trustees. After successful ratification and/or review, the recommended changes are incorporated into the next official publication of the handbook. The President may withhold a formal recommendation from further consideration. If the President withholds such a recommendation, he/she must provide a written rationale to the Chair of the Faculty for distribution to the Senate.

Revisions of statements within the procedures are approved by a two-thirds vote of the University Senate in regularly scheduled meetings at least two weeks after being introduced to the University Senate and are not subject to further review.

Appendices contain information that defines or supplements policies of the Handbook. In some instances, documents outside the purview of the campus governance system are referenced, including statutory law, federal or state regulations, and Seventh-day Adventist employment policy.

Appendices are authorized in either the charter or the bylaws. Revisions of statements within the appendices are assigned to appropriate governance entities. No provision of the appendices may supersede a provision of the bylaws or the charter.

Before inclusion in the Handbook, modifications to appendices will be presented to University Senate for review and approval.

1.1.4.2. Interim Policy

(Chart) An interim policy addresses narrowly-defined, urgent needs that require modification of the Governance Handbook. An interim policy that modifies the Governance Handbook may be implemented according to the process described below. All actions pertaining to an interim policy may be approved for a one-year period by a three-fourths vote of University Assembly scheduled no earlier than one week after notification to University Assembly. Changes to the charter require Board of Trustees ratification. Changes to the bylaws require review by the Board of Trustees.

An interim policy may be extended for one year by a three-fourths vote of the University Assembly. Extensions to the charter require Board of Trustees ratification. Extensions to the bylaws require review by the Board of Trustees.

The sequential process to implement an interim policy shall be as follows:

1. Any governance committee may submit a draft of an interim policy statement to the Governance Handbook Committee.

2. The Governance Handbook Committee reviews policy impact and identifies sections of the Governance Handbook needing suspension, revision, or addition.

3. The Governance Handbook Committee invites administration to provide additional information pertaining to the preliminary policy statement within one week, particularly regarding budgetary impact.

4. The Governance Handbook Committee informs faculty of the recommended policy modification and solicits feedback. The requirement is met by one notification, either by e-mail or hard copy, to members of University Assembly.

5. The Governance Handbook Committee recommends the proposed interim policy to University Senate.

6. University Senate then recommends the interim policy to the University Assembly for approval in a meeting scheduled no earlier than one week after notification. (See item 4. above)
General

7. If University Assembly approves the interim policy by sufficient majority as specified above, the policy becomes a formal recommendation to the president.

1.1.5. Governance Committees

Each committee serves either an advisory or administrative function on behalf of a higher body or an administrator. As the line of responsibility indicates (see Section N.2, “Governance Organizational Diagram” [186]) a committee makes recommendations or decisions according to duties assigned to it and in harmony with policies approved by the higher body or the administrator. Unless otherwise specified, the work of a committee is self-sustaining under the authority given to it, but its actions and decisions may be reviewed at any time by the administrator or body to which it is responsible. A working staff relationship (represented by straight lines on the organization chart) implies a two-way communication between a committee and the administrator or higher body. It is the responsibility of the administrator or higher body to direct and implement the committee's recommendations and decisions.

Committees are either standing or ad hoc. Standing committees are committees whose purpose and membership are defined in the Governance Handbook. Ad hoc committees are non-governance advisory committees, generally serving a specific purpose for a limited time.

1.1.5.1. Selection and Replacement of Committee Members

Committee members from the faculty are selected in the following ways: election by the faculty, appointment, substitution by the Nominating Committee, or election by a department. Staff positions on committees are filled by staff elections or appointment. Student members of committees are chosen by student association (ASWWU). Appointments are made by the President or any Vice-President as authorization by the Handbook. In addition, members of the administration, faculty, staff, or student body may become members of committees by virtue of an office they hold.

All committee members chosen by the faculty are elected by ballot from slates submitted by the Nominating Committee. Provision is made for write-in names on the ballots (see Section 3.2.7, “Nominating” [77]). Committee members appointed by the Nominating Committee are referred to the faculty for approval.

The Nominating Committee, the President, and the faculty attempt to distribute committee loads evenly among the faculty. Faculty members who are full-time employees of the university with at least half-time faculty appointments are expected to carry their fair share of committee assignments but are encouraged to limit their involvement to five or six hours per week. However, faculty members should carefully consider how they can best use their talents in service to the University. When time spent in committee interferes seriously with quality teaching, research, or other activities in which faculty members can make a greater contribution, they should exercise their best judgment in keeping their committee responsibilities to a reasonable limit.

Except in the case of presidential appointees, when a faculty or staff vacancy occurs for more than one quarter, the chair of the committee notifies the Nominating Committee. If the Nominating Committee determines that the vacancy should be filled, it then appoints a replacement from among the members-elect. If there is no member-elect able to serve in this manner or if the Nominating Committee determines this procedure to be inadvisable because of a significant change in balance, the committee may recommend candidates to the Nominating Committee. The replacement then is made by election or appointment as determined by the Governance Handbook (see Section 3.2.7, “Nominating” [77]). If the vacancy is for one quarter or less, the substitution is made by the Nominating Committee following the same procedures except that it is not referred to the faculty for approval.

If a student vacancy arises, the chair of the committee informs ASWWU, which is responsible to see that a replacement is made.

1.1.5.2. Terms of Membership

The term of membership for elected and appointed faculty and staff members varies from committee to committee. All student terms are for one year. Unless otherwise specified, a term of membership begins September 16 and terminates
September 15. In committees that have a membership term of more than one year, there should be, ideally, a balance of old and new members; thus the terms of the initial members vary in length to establish a rotational pattern that maintains itself through the life of the committee. But in cases where leaves of absence or other factors disrupt the systematic rotation pattern, the Nominating Committee, in cooperation with the President, has the responsibility to maintain or restore the balance. The committee may use such means as placing a former member on an accept/refer ballot or altering the term of service of an individual member on a specific ballot. The Nominating Committee must explain on the ballot the reason for any such action.

1.1.5.3. Calling Meetings and Establishing Quorum

The chair of each committee is responsible for calling committee meetings. At the request of three members or one half of a committee's quorum, whichever is larger, the chair must call a special meeting. In cases of committees that name their own chairs, the Nominating Committee appoints one of the members to call the committee for its organizational meeting.

For the purposes of this handbook, a quorum is fifty-one percent of a committee's total membership, except in cases in which a different quorum is specified. Ex officio members of committees constitute part of the quorum and, unless otherwise noted, may vote.

1.1.5.4. Committee Review and Establishment

To avoid unnecessary committee proliferation, the following guidelines are applied concerning the review and establishment of standing committees:

1. The Governance Handbook Committee conducts an annual review of each standing governance committee to determine which committees continue to serve an essential function. The Governance Handbook Committee recommends annually to the University Senate the modification, consolidation, or dissolution of standing committees as needed.

2. If a perceived need cannot be adequately addressed by any existing committee, a new standing committee may be proposed. Proposals for new standing committees are reviewed by the appropriate bodies, drafted by the Governance Handbook Committee, and approved by the University Senate.

1.2. Board

(Chart)

Enabling Statement and Board of Trustees Action

Walla Walla University has developed and is committed to a system of shared governance that functions through administrative, faculty, and staff committees which assist in the formulation and administration of policy as well as represent the interests of all in administrative decisions. These governance committees exercise their function by mandate of the governance body to which they report. The University Assembly, which includes administrators, faculty, and some staff, as described in the bylaws, is the essential legislative body for shared governance. Legislative actions of the governance bodies constitute formal recommendations to the President as the chief officer of the University and representative of the Board of Trustees.

The Board of Trustees enables and authorizes this shared governance system through the ongoing ratification of the Governance Handbook Charter and review of the Governance Handbook Bylaws and Procedures.

The constituency of Walla Walla University is defined in Appendix A, Constituency [115]. The Charter of Walla Walla University Board of Trustees is contained in Appendix B, Charter of the Board Of Trustees [117]. Revisions to Appendices A and B may only be made by vote of the constituency of Walla Walla University.
1.3. Description

(Charte)

Who We Are
WWU is a comprehensive liberal arts Seventh-day Adventist university located in southeast Washington. It is one of 10 private colleges and universities in Washington state, and one of 10 colleges and universities operated nationwide by the Seventh-day Adventist Church.

Academic Programs
WWU offers 52 majors and seven undergraduate degrees. Master's degrees are offered in biology, education, psychology, and social work.

Campus Site
University buildings are situated on a 55-acre campus, with additional buildings on other lots of land totaling 22 acres. The University also operates a marine station near Anacortes, Washington, a nursing campus in Portland, Oregon, and social work campuses in Billings, Montana and Missoula, Montana.

Campus Environment
The campus environment reflects our commitment to Seventh-day Adventist beliefs. Religion classes, worship services, service opportunities, health practices and other lifestyle principles all contribute to the quality of education Walla Walla University offers.

Enrollment
WWU enrolls approximately 1,800 students each year.

Faculty
All classes are taught by professors, not graduate students, so WWU students have teachers whose primary focus is on teaching and advising. Approximately 62 percent of faculty hold the highest degree in their field.

Class Size
The average class size is 23. Our student to faculty ratio is approximately 12 to 1.

Location
WWU is located in the town of College Place, in the Walla Walla Valley of Southeastern Washington state. Within a one-hour drive are the Blue Mountains to the east and the Snake and Columbia Rivers to the north and west.

1.4. Mission

(Charte)

Identity
Walla Walla University
Seventh-day Adventist Higher Education

Core Themes
We are a Christian community of faith and discovery committed to

• Excellence in thought
• Generosity in service
• Beauty in expression
• Faith in God

Philosophy
Walla Walla University is founded on Christian teachings and values as understood and appreciated by the Seventh-day Adventist Church. Central to these teachings is the belief that every person is created in the image of God as a being of inestimable value and worth, imbued with powers of intelligence, stewardship, and creativity akin to those of the Creator.

Walla Walla University, therefore, seeks in its mission to foster the unique gifts of every individual within this Christian community of faith and discovery. Committed to excellence in thought, the University seeks to impart a broad knowledge of the arts, sciences, and professions by careful instruction and open inquiry at both the undergraduate and graduate levels. Recognizing that God is the source of all truth, goodness, and beauty, the University seeks to convey to students a wisdom that translates academic achievement into responsible citizenship, generous service, a deep respect for beauty in God's creation, and the promise of re-creation through Jesus Christ.

1.5. Organizational Diagram

(Chart)

This diagram contains only the administrative positions that are specified within the Charter. An expanded version of this diagram, including all positions specified in the Charter and Bylaws, is contained in Section N.1, “Administrative Organizational Diagram” [185]. Also, the Governance Organizational Diagram, as specified by the Bylaws, is presented in Section N.2, “Governance Organizational Diagram” [186].

Figure 1.1. Administrative Organizational Diagram

Note: Color is for visual clarity only.
1.6. University Assembly

(Charter)

The University Assembly (Assembly), which includes administrators, faculty, and some staff, is the parent body for shared governance.

The Assembly considers issues regarding the academic program of the university at the conceptual level. Specific policies and procedures are decided in University Senate. Any action of University Senate that is intended as a recommendation to the President is subject to review by the Assembly. The Assembly may, with two-thirds majority vote of those present, veto or refer for further consideration any such action. Without veto or referral from Assembly, recommendations go to the President.

The Assembly meets monthly during Autumn, Winter, and Spring Quarters to:

• Encourage spiritual growth and commitment of the total campus community;

• Foster professional development and familiarize faculty and staff with current educational policies, problems, issues, trends; fiscal status and issues; and committee and Senate actions;

• Initiate discussion, review recommendations of committees responsible to the Assembly, and make recommendations to administration relative to the academic program, student life, student services, academic support, and auxiliary and business enterprises, etc.

• Hear matters that are outside the domain of any other particular deliberative body;

• Share with the Board of Trustees, through the President, a general sense of the feeling of the university community.

(Bylaws)

1. The membership of the Assembly consists of:

   a. Chair: University President

   b. Vice-Chair: Chair of the Faculty

   c. Voting Members:

      • Full-time tenured or tenure-track teachers and librarians holding academic rank

      • Full-time non-tenured and non-tenure-track teachers holding academic rank;

      • Chair of Staff Council;

      • Emeritus professors during any quarter for which they are contracted to teach;

      • Salaried staff.

   d. Contract faculty and hourly staff are invited to attend as non-voting members.

   e. Students and other individuals may attend at the invitation of the chair.

2. A quorum consists of one-third of the College Place University Assembly voting members.
(Procedures)

The University Assembly meets monthly during the Autumn, Winter, and Spring Quarters. The meeting is chaired by the University President. The Chair of Faculty is the vice-chair.

1. The meetings will include a devotional time.

2. The chair establishes the agenda in coordination with the vice-chair and sets time parameters for each item.

   a. The agenda will include time for the Chair of the Faculty to review Senate actions. The Chair of the Faculty is responsible for placing Senate actions on the Assembly agenda and providing minutes of Senate discussion and supporting documents for distribution with the Assembly agenda at least three (3) calendar days before the meeting. Actions taken less than three days prior to an Assembly meeting will be considered at the next regular Assembly meeting.

   b. Items may be submitted by any member, subject to approval by the chair. Any item accompanied by a petition signed by 12 members from at least two (2) different departments must be placed on the agenda of the next meeting. Proposed agenda items are to be submitted to the chair by seven (7) teaching days before the meeting.

3. No voting may occur if a quorum is not present.

   a. Discussion and review items do not require votes.

   b. Vetoes of University Senate actions, and addition of items to the agenda require a two-thirds majority of those present to pass.


   d. Changes to procedure require three-quarters of those present to pass.

   e. All other matters require a simple majority of those present to pass.

4. The chair appoints a secretary to record minutes of the meetings. Agendas and minutes are distributed electronically to all members and maintained by the President in an electronic archive.

5. Special meetings may be called by the chair with a minimum 7-day advance notice to all voting members. Emergency meetings may be called without advance notice.

6. By the first meeting of the school year, the President chair appoints a parliamentarian. The parliamentarian is responsible for determining the number which constitutes quorum. Robert's Rules of Order is the procedural guide.

### 1.7. Faculty-Staff Meetings

(Charter)

Faculty-Staff personnel consists of all part-time and full-time non-student employees. These include administrators, administrative staff, full-time, and contract faculty, and hourly and task-force employees.

(Bylaws)

Faculty-Staff meetings are held when called by the President. The President or designee presides.

The meeting consists of an employee group that receives information of Board items and decisions, and budget matters, and discusses agenda items of interest and concern to the University.
The President sends an annotated agenda in advance of the meeting to all employees.

A secretary is appointed by the President to record and distribute copies of the minutes as appropriate.

### 1.8. Grievances

#### 1.8.1. Grievance Process

(Chart)

Walla Walla University is committed to fair, ethical treatment of all. A prescribed Grievance Process insures the right of all students, faculty members, and staff members who believe that they have been treated in an arbitrary, capricious, and/or discriminatory manner by any person acting for Walla Walla University to present their grievances without fear of censure or reprisal to the appropriate supervisor(s), administrator(s), or committee(s). An impartial Grievance Committee exists to hear eligible grievances that have not been satisfactorily resolved by the appropriate parties. The membership of the committee is listed in Section 2.2.2, “Grievance” [28]. Grievance policies and processes shall be published in the employee and student handbooks.

#### 1.8.2. Initial Conflict Resolution Process

(Bylaws)

Persons with grievances should first seek to resolve their disagreements privately with the person(s) involved. In doing so, they may choose to consult with the ombudsman to help resolve the issue(s). If a grievance is not resolved in this manner within a reasonable time, persons with grievances should seek to resolve their disagreements by appealing to the appropriate supervisor, administrator, or committee by taking the steps as outlined in the table below. If any individual listed in these procedures is directly involved in the disagreement, the process proceeds to the next step.

(Procedures)

**Table 1.1. Initial Conflict Resolution Process**

<table>
<thead>
<tr>
<th>Person</th>
<th>Issue Pertaining To</th>
<th>Step 1</th>
<th>Step 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Undergraduate Students</strong></td>
<td>Courses or Instructors</td>
<td>Dept. Chair or Dean</td>
<td>Academic Standards Committee</td>
</tr>
<tr>
<td></td>
<td>Academic Policies/Procedures</td>
<td>Registrar</td>
<td>Academic Standards Committee</td>
</tr>
<tr>
<td></td>
<td>Student Employment</td>
<td>Department Head</td>
<td>VP Finance</td>
</tr>
<tr>
<td><strong>Graduate Students</strong></td>
<td>Courses or Instructors</td>
<td>Dept. Chair or Dean</td>
<td>Graduate Council</td>
</tr>
<tr>
<td></td>
<td>Academic Policies/Procedures</td>
<td>AVP Graduate Studies</td>
<td>Graduate Council</td>
</tr>
<tr>
<td></td>
<td>Student Employment</td>
<td>Department Head</td>
<td>VP Finance</td>
</tr>
<tr>
<td><strong>Faculty</strong></td>
<td>Any</td>
<td>Dept. Chair or Dean</td>
<td>VP Academic Admin.</td>
</tr>
<tr>
<td><strong>Staff</strong></td>
<td>Any</td>
<td>Department Head</td>
<td>Supervising VP</td>
</tr>
<tr>
<td><strong>Administrators</strong></td>
<td>Any</td>
<td>Supervisor</td>
<td></td>
</tr>
</tbody>
</table>
1.8.3. Formal Grievance Process

(Bylaws)

If persons deem the above process or the decisions resulting from the process to be arbitrary, capricious, or discriminatory, they may bring their concerns before an impartial body of the University by filing a formal grievance with the Chair of the Grievance Committee, hereafter referred to as the Grievance Chair. The Formal Grievance Process is available to current and former students (within 90 days of termination of enrollment) for issues pertaining to courses or instructors, academic policies or procedures, and student employment. The process is also available to current faculty and staff of Walla Walla University and to former faculty and staff within 30 days of termination of employment. The Formal Grievance Process is available only when a person filing a complaint, hereafter referred to as the Grievant, can show that the conflict in question is directly related to policies, practices, or employees of the University. The Formal Grievance Process is not available for issues pertaining to violations of Title IX policy. The President of the University may not file a formal grievance, but may appeal directly to the board of trustees.

If the grievance cannot be resolved by the Initial Conflict Resolution Process (see Section 1.8.2, “Initial Conflict Resolution Process” [11]), the Grievant may formally appeal to the Grievance Committee. Once a formal grievance has been filed, all parties and committee members must maintain confidentiality regarding all facts and issues related to the grievance during the grievance process. All parties and committee members should be able to carry out the process without fear of censure or reprisal. The following timeline for the grievance process must be followed unless a change is agreed to by the Grievance Chair, the Grievant, and the person(s) named in the complaint, hereafter referred to as the Respondent(s).

(Procedures)

1. Initiating a Formal Grievance

   a. Grievant Actions

      i. The Grievant must file a formal written complaint to the Grievance Chair within thirty (30) days following the final attempt at conflict resolution, or within thirty (30) days of termination of employment for former faculty and staff, or within ninety (90) days of termination of enrollment for former students.

      ii. The formal written complaint must include the following

          A. a clear and detailed description of the complaint

          B. documentation of prior attempts at conflict resolution and the outcome(s)

          C. an explanation of why the outcome(s) or process of conflict resolution is thought to be arbitrary, capricious, and/or discriminatory

          D. what redress is desired.

   b. Grievance Chair Actions

      i. Within one (1) week of receiving a formal written complaint, the Grievance Chair will notify the Grievant in writing either

          A. that the complaint has been received and is eligible

          B. or that the complaint has been received, but questions remain pertaining to the areas below, which the grievant must respond to within three (3) business days

          I. the eligibility of the filing—to be eligible, the complaint must relate directly to policies, practices, and/or employees of the University in the areas outlined in the bylaws above
II. the completion of the Initial Conflict Resolution Process (see Section 1.8.2, “Initial Conflict Resolution Process” [11])—to be complete, all steps must have been taken before filing the formal grievance.

III. the admissibility of the Respondent(s)—to be admissible, the Respondent(s) must have been directly involved in the grievance issue.

ii. Once the Grievance Chair has notified the Grievant that his/her formal complaint is eligible, the Grievance Chair will, within one (1) week,
   A. notify the Respondent(s) in writing of the complaint and
      I. provide a copy of the complaint to the Respondent(s).
      II. notify the Respondent(s) that they have two (2) weeks to provide a written statement in response.
   B. contact the Grievance Committee members regarding the complaint and
      I. inquire regarding possible conflicts of interest that may affect committee member participation
      II. designate appropriate alternate committee members as needed.
   C. obtain a signed non-disclosure agreement from the Grievant and Respondent(s).

iii. Within one (1) week of receiving the statement(s) of the Respondent(s), the Grievance Chair will
   A. provide the Grievant with a copy of statement(s) from the Respondent(s)
   B. secure copies of pertinent policies/procedures for the committee’s use
   C. call an organizational meeting of the Grievance Committee to be held before the formal hearing to
      I. select a secretary from among the members
      II. address organizational issues (not the merits of the case)
      III. distribute copies of pertinent policies/procedures
      IV. establish procedures for the formal hearing.
   D. establish a date for the formal hearing and notify the Grievant and Respondent(s) in writing of the formal hearing at least one (1) week in advance of the hearing.

2. Terminating the Grievance Process

   a. The Formal Grievance Process may be terminated at any time if
      i. the Grievant decides to terminate the grievance. The Grievant must sign a statement indicating that he/she has chosen to terminate the grievance of his/her own accord
      ii. the Grievant violates confidentiality during formal consideration of the grievance. Determination of a breach of confidentiality will be made by two-thirds vote of the Grievance Committee
      iii. the Grievant fails to respond to communications by the Grievance Chair within the time frame outlined in this policy
      iv. any party to the grievance initiates formal legal action related to the grievance issue.
3. Responsibilities of Individuals Involved in the Grievance Process

a. Responsibilities of the Grievance Chair
   i. See that the time line of the Formal Grievance Process is followed and adjudicate any requests to alter the time line
   ii. Remain neutral, taking care not to prejudice the committee or any others against the position of any party to the complaint.
   iii. Keep all matters pertaining to the grievance in strict confidence.
   iv. Obtain a written agreement of non-disclosure from the Grievant and Respondent(s).
   v. Resolve observed breaches of confidentiality.
   vi. Maintain documentation of all communication with all parties during the grievance process.

b. Responsibilities of the Grievance Committee Members
   i. Keep all matters pertaining to the grievance in strict confidence.
   ii. Review the complaint and relevant documents before the organizational meeting.
   iii. Be present at all formal meetings of the committee, unless excused by the Grievance Chair.
   iv. Discuss the grievance only in the context of the meeting(s).
   v. Determine how and when the Grievant will be heard.
   vi. Hear the parties face to face, conducting no hearings without the presence of both parties.
   vii. Approve, by two-thirds vote, corrective action in cases of observed breach of confidentiality, which may include but is not limited to
      A. terminating the grievance process
      B. documenting a breach of confidentiality as part of an employee's employment file.

c. Responsibilities of the Grievant and Respondent(s)
   i. Respond to communication from the Grievance Chair in writing and within the time line of the Formal Grievance Process.
   ii. Keep all matters pertaining to the grievance in strict confidence.
   iii. Provide the Grievance Chair, at least three (3) days prior to the formal hearing, with the names of individuals he/she will call upon to be present and/or to testify. The Grievance Chair will immediately make these names available to all parties. In special circumstances, individuals whose names are not on the list prior to the meeting may be added upon a two-thirds vote of the Grievance Committee.

4. Formal Grievance Hearing

a. The formal hearing shall occur not more than five (5) weeks after the date upon which the Grievance Chair notifies the Grievant that his/her complaint is eligible.

b. All committee members, the Grievant, and the Respondent(s) must be present at the formal hearing.
c. The formal hearing shall address only the issues raised in the Grievant's original complaint, unless the Grievant, Respondent(s), and Grievance Chair all agree that they are prepared to address a new issue.

d. During the formal hearing, both the Grievant and Respondent(s) may

   i. bring another person to speak on his or her behalf (this person must be an employee or student of the University unless otherwise approved by a two-thirds vote of the Grievance Committee)

   ii. present an opening statement

   iii. call witnesses or present documents to support his/her position.

   iv. ask questions of witnesses and parties.

   v. respond to questions raised and statements made in the course of the hearing

   vi. make a summary statement.

e. The grievance hearing will proceed as follows, unless modified by a two-thirds vote of the committee.

   i. Grievant’s opening statement

   ii. Respondent’s opening statement

   iii. Grievant’s presentation of evidence

   iv. Respondent’s questioning of Grievant’s evidence

   v. Committee questions regarding Grievant’s evidence

   vi. Respondent’s presentation of evidence

   vii. Grievant’s questioning of Respondent’s evidence

   vii. Committee questions regarding Respondent’s evidence

   ix. Grievant’s summary statement

   x. Respondent’s summary statement

   xi. Dismissal of parties and witnesses

   xii. Committee deliberation

5. Actions of the Grievance Committee

   a. After the formal hearing has concluded, the committee will deliberate in private on the merits of the grievance.

   b. By a two-thirds majority vote, the committee may take the following actions (voting shall be done by secret ballot)

      i. find in favor of the Grievant and recommend appropriate redress

      ii. find in favor of the Respondent(s) and dismiss the case.

   c. The Grievance Committee shall designate a member to prepare a written statement of the committee’s recommendation for final review and approval by the committee. A minority report may also be prepared. The Grievance Committee shall submit a recommendation within seven (7) weeks from the date when the formal grievance was determined to be eligible.

6. Submission of Grievance Recommendation and Response

   a. Except when the President is a Respondent to a grievance, the Grievance Chair will submit to the University President the approved written statement of the committee’s recommendation, the minority report (if any), and a copy of the grievance file. If the President is named as a Respondent, then the Grievance Chair will submit the documents to the University Board Chair.
b. The President (or Board Chair) shall respond in writing within thirty (30) days of receiving the recommendation of the Grievance Committee.

i. If the President concurs with the recommendation of the Grievance Committee

A. the recommendation becomes the final decision

B. the Grievance Chair shall notify the Grievant and Respondent(s) of the decision, in writing, on behalf of the President.

ii. If the President’s decision differs from the recommendation of the Grievance Committee

A. the President will state in writing the rationale for the decision

B. the President’s decision will be reviewed by the Executive Committee of the University Board

C. the President shall notify the Grievant and Respondent(s) of the decision in writing.

7. Record Keeping

a. The Grievance Chair shall maintain, in the President's office, a grievance file containing all records pertaining to the Formal Grievance Process. This file shall include, but not be limited to, the following:

i. the written complaint

ii. the written response to the complaint

iii. the recommendation made by the Grievance Committee

iv. the President's (or Board Chair's) written response

b. Records relevant to the Formal Grievance Process shall be kept on file for three (3) years.

c. All records pertaining to the grievance shall be kept in strict confidence and shall be available only to the Grievance Committee, Grievant, Respondent(s), and the Walla Walla University Board Chair, President, and Vice-Presidents.

1.9. Method of Implementation

(Charter)

The standard form for committee procedures consists of the following categories:

1. Protocol--How the Committee Conducts Business

a. Procedures for developing and distributing agendas

b. Procedures for taking actions (votes, etc.)

c. Committee workloads

d. Other protocol procedures peculiar to specific committee. For example:

• Procedures describing when key tasks are to be performed and rational for this timing

• Procedures for processing appeals, reports, proposals, recommendations, or documents received by the committee
• Procedures for processing appeals, reports, proposals, recommendations or documents to be sent to other governance bodies
• Procedures for making individual or sub-committee work assignments

2. Communication--What and With Whom the Committee Communicates

a. Procedures for communicating minutes of meetings among members and to other appropriate governance bodies.

b. Other communication procedures peculiar to specific committee. For example:
   • Procedures for maintaining and enhancing communication with individuals and other governance bodies
   • Procedures of maintaining confidentiality

3. Documentation--How the Committee Builds Memory

a. Procedures for incorporating rationale into each action or recommendation

b. Procedures for recording and permanently filing a history of the committee's work

c. Other documentation procedures peculiar to specific committee. For example:
   • Procedures for transferring the history of the committee's work to an incoming chair
Part 2: Administrative

2.1. Officers

(Charter)
The university administration includes the President, the Chief Academic Officer, the Chief Financial Officer, the Chief Student Administration Officer, the Chief Development Officer and the Chief Marketing and Enrollment Officer.

In the absence of the President, final responsibility for university affairs rests on the officers in the order named above.

2.1.1. President

(Charter)
Primary delegation of authority from the Board of Trustees for the conduct of the University is to the President, who is responsible for all university affairs. The President interprets and executes the policies of the board in relation to the faculty and staff, to the student body, and to the community. Although he or she delegates authority for the carrying out of administrative details, the President is concerned not only with the execution of the work, but also with the methods used.

(Bylaws)

1. In carrying out his or her responsibility to the Board of Trustees, the President is expected to
   a. Prepare and maintain a long-range program for the development of the University in harmony with its traditions and resources;
   b. Act as the medium of communication between the Board of Trustees and the faculty and staff;
   c. Prepare and present to the board annual comprehensive reports, including the annual audited financial statement and pertinent enrollment and personnel data;
   d. Make recommendations on general policies, institutional finances, and faculty and staff matters regarding such things as appointment, salary, assignment of rank, tenure, promotion, leave of absence, and severance;
   e. Direct in the preparation of the annual operational and improvement budget and present it to the Finance Committee and to the board;
   f. Appoint the senior administrators of the University with the concurrence of the board;
   g. Appoint, promote, reassign, discipline, or discontinue other administrators and non-academic staff within the guidelines of campus governance documents and North American Division and General Conference working policies;
   h. Serve as secretary to the Board of Trustees of the University and to the Executive Committee of the board, and as the president of the corporation.

2. In carrying out his or her responsibility to the administrative officers, to the faculty, and to the staff, the President is expected to
   a. Promote the academic well-being of the University through participation in and direction of academic planning, regular assessment of academic programs, and faculty development;
   b. Promote unity of purpose among the faculty and staff, assuring each member of the confidence of the president's office and the right to express frankly his or her views in the discussion of university problems;
c. Bear primary responsibility for the religious life of the University;

d. Assign the duties of the senior administrators;

e. Study university needs with the Vice-President for Academic Administration, the Vice-President for Financial Administration, and the Master Planning Committee, and present these needs to the board;

f. Serve as chair of the Cabinet;

g. Be responsible, with the Vice-President for Academic Administration, for senior presentations and commencement exercises;

h. Be responsible, through the office of the Vice-President for Student Life and Mission, for assembly and vesper services and for weeks of devotion;

i. In consultation with the Vice-President for Academic Administration and the Chair of the Faculty, appoint ad hoc committees of the faculty and staff that are not specifically designated in the Governance Handbook;

j. Preside at University Assembly meetings;

k. Carry out the academic and other policies and regulations as developed by the appropriate faculty bodies and published in university publications;

l. Serve as an ex officio member of all governance committees, to which he or she may direct recommendations;

m. Appoint the sponsors for all student organizations in consultation with the Vice-President for Student Life and Mission;

n. Select problems for investigation by the faculty and staff and receive reports based on such investigations;

o. Assign non-instructional duties to the members of the faculty and staff.

3. In carrying out his or her responsibility to the community and the constituency, the President is expected to

a. Represent the University as its official spokesperson to public and private agencies and bodies;

b. Oversee the development and public relations programs of the University;

c. Be involved actively in securing major financial gifts from individuals, corporations, and foundations

d. Be responsible for recruitment and admissions programs and policies

e. Represent the University to its various constituencies through both university publications and personal visits and through service on various boards and committees.

4. In meeting his or her responsibility toward internal administrative matters, the President is expected to

a. Be responsible for publications of the University

b. Maintain a Central File of the minutes of University Assembly and the committees specified in the Governance Handbook. The Central File is to be kept in perpetuity

c. Oversee access for faculty and staff to current committee minutes as specified in committee descriptions. Minutes are considered current for a period of five years;
d. Maintain faculty and staff personnel records;

e. Serve as chief disciplinary officer of the University.

2.1.2. Vice President for Academic Administration

(Charter)

Chief Academic Officer
The chief academic officer is (under the President) the secretary of the corporation and the chief officer in charge of the educational programs of the University. He or she is responsible for the effective organization and coordination of all formal instructional services. He or she has general responsibility for fostering instructional service programs of high quality and particular responsibility for applying academic policies adopted by the faculty.

Any associate dean(s), the graduate dean, the deans of schools, department chairs, the Registrar, and the directors of libraries and other academic services report to the chief academic officer, who holds ex officio membership on all faculties and committees, to which he or she may direct recommendations.

The chief academic officer exercises educational leadership by preparing and presenting to the faculty policies and plans for furthering the educational task of the school, working toward general improvement of the academic achievement of the student body, and toward a climate of learning conducive to excellence.

(Bylaws)

Chief Academic Officer: Vice-President for Academic Administration and Associate

1. In carrying out the responsibilities of the office, the vice-president is expected to

   a. Act as the officer in charge of the University in the absence of the President;

   b. Work with the President in matters relating to the selection, development, organization, and working conditions of faculty personnel, and, in consultation with department heads and the Rank and Tenure Committee, recommend to the President and the board the appointment, reappointment, or promotion of teachers;

   c. Lead out in the construction of curricula, course sequences, and honors programs and propose academic policies for their governance;

   d. Supervise instructional methods, faculty evaluations, grading systems and policies, and the educational use and development of the library, as well as other buildings, rooms, and equipment assigned to the instructional program;

   e. Conduct periodic reviews of department chairs/school deans at the end of each chair/dean term and, in consultation with faculty members in the department or school, prepare a written evaluation to the chair/dean;

   f. Supervise the admission, registration, and graduation processes of the University;

   g. Develop, measure, and evaluate student retention programs for the University;

   h. With the counsel of the Registrar, determine who has satisfied graduation requirements and present their names to the President and Board Chair for approval;

   i. Conduct periodic statistical studies on the scholastic program, provide testing programs to evaluate academic achievement of Walla Walla University students in comparison with national or other norms, and report these findings to the faculty and the Board of Trustees, as requested by the President and the Board;

   j. Report to accrediting bodies and agencies of the Seventh-day Adventist Church concerned with higher education as well as similar secular bodies of which the University is a member;
k. Supervise and coordinate the preparation of copy for bulletins, schedules, and announcements of an academic nature;

l. In association with the President and in consultation with the faculty, prepare the academic calendar;

m. Foster research, scholarly publication, and creative academic activities on the part of faculty members;

n. Maintain Campus Copyright Policies [Section J.1, “Campus Copyright Policies” [154]] and, in consultation with the Director of Libraries, revise policies in accordance with federal and international copyright laws.

o. Participate in the preparation of the budget for the instructional program of the University, in association with the President and the Vice-President for Financial Administration and in consultation with the heads of the instructional departments;

p. Delegate responsibility to the associate vice-president;

q. Perform such other duties and functions as the President may assign.

2. In carrying out the responsibilities of the office, the Associate Vice-President is expected to

   a. Administer student academic concerns and academic support areas of the University

   b. Chair the Pre-professional Committee;

   c. Serve on the Cabinet, University Senate, and Pre-professional and Technical Support Services Committees;

   d. Serve, if asked, as designee of the Vice-President for Academic Administration on the Admissions, Academic Standards, and Curriculum Committees and the Graduate Council;

   e. Serve as the International Affiliation Coordinator

2.1.3. Vice President for Financial Administration

(Charter)

Chief Financial Officer
The Chief Financial Officer is the treasurer of the corporation and chief business officer of the University, and is responsible to the President for carrying out the financial and business policies of the University, administering the physical assets and all revenues and expenditures, and controlling all business activities.

(Bylaws)

Chief Financial Officer: Vice-President for Financial Administration and Associate

1. In carrying out his or her responsibility to the President, the Vice-President is expected to

   a. Act as the officer in charge of the University in the absence of the President and the Vice-President for Academic Administration;

   b. Recommend to the President persons to serve as directors of the financial and service departments;

   c. Prepare or direct the preparation of such financial reports as may be required by the President and the Board of Trustees;

   d. Advise the President on the financial operations of the University

   e. Recommend to the President plans for major building infrastructure changes and major repairs to the physical plant;
f. Perform such other duties and functions as the President may assign.

2. In carrying out his or her responsibility to the faculty and other staff members, the vice-president is expected within budget limitations to
   a. Provide suitable personnel, either student or non-student, for the maintenance and operation of all departments;
   b. Assist university personnel in locating suitable housing;
   c. Provide suitable supplies and equipment for the operation of teaching, industrial, and service departments.
   d. Communicate to university personnel current employment benefits and financial policies of the university [Appendix C, University Financial Policies For Faculty [123], Appendix D, Faculty Salary And Allowance Schedule [127], Appendix F, Travel Policy Guidelines And Procedures [130]]. The Vice-President for Financial Administration, in consultation with the Director of Human Resources, is responsible for revisions to Appendices C, D, and F.

3. In carrying out his or her responsibility to students and their organizations, the vice president is expected to
   a. Provide financial counsel through the Student Financial Aid Office to students and their parents or guardians;

4. As custodian of all university property, the vice-president is expected to
   a. Be responsible for all physical property belonging to the University and keep an accurate inventory thereof;
   b. Provide for prompt and adequate repairs and maintenance for all university equipment and buildings used by university personnel or others;
   c. Make certain that all property of the University subject to damage, or potentially hazardous to life or property, is and continues to be insured against loss to the University in amounts deemed reasonable by proper insurance counsel.

5. In carrying out his or her responsibility to the constituency and community, the vice-president is expected to
   a. Promote harmonious relations with all university suppliers and customers of university enterprises, so that the University as an institution may make effective Christian witness;
   b. Sign checks and official documents in the name of the University, when authorized by the Charter, Bylaws, or the Board of Trustees;
   c. Control expenditures in harmony with the budget approved by the Board of Trustees or for which the Board has made specific appropriation.

6. In carrying out the responsibilities of the office of the Vice-President for Financial Administration, the associate vice-president is expected to
   a. Act on behalf of the Vice-President for Financial Administration in his absence.
   b. Serve on the following committees: Board Facilities, Board Finance, Board Investment, Cabinet, and Personnel.
   c. Supervise the management of non-dormitory student housing.
   d. Act as Controller of the University.
      i. Supervise the preparation of managerial and audited financial reports.
      ii. Manage the investment of funds of the University in accordance with the President’s directives as set forth in policies and regulations of the Board of Trustees and account for all such investments.
iii. Provide for all payroll and other disbursements and transactions with university employees and properly account for these.

iv. Provide accounting and banking services for student organizations.

v. Provide to students and their parents prompt and accurate statements of their accounts with the University.

vi. Maintain in a safe place, all funds, securities, deeds, and other instruments of the University.

vii. Supervise all university accounting and provide adequate records of transactions with all persons and firms doing business with the University.

vi-ii. Supervise the receipt of all revenues to the University from all sources and properly account for and safely guard them until disbursed according to budget plans or donor restrictions.

2.1.4. Vice President for Student Life and Mission

(Charter)

The Vice President for Student Life and Mission serves as the chief student administration officer and is responsible to the President for overseeing campus spiritual and social activities, representing student interests to the President, and ensuring that student life is in harmony with the University mission.

(Bylaws)

In carrying out the responsibilities of his or her office, the vice-president is expected to

1. Act as the administrator in charge of university affairs in the absence of the President, the Vice-President for Academic Administration, and the Vice-President for Financial Administration;

2. Be responsible for continual evaluation of all phases of student experience other than academic, archive evaluative data, and report such information as requested by appropriate University administrators;

3. Direct the administration of university policies governing student experience in areas other than academic;

4. Serve as executive officer in the administration of discipline to students;

5. Coordinate the work of the residence hall deans on the College Place and Portland campuses, and administer off-campus housing requests;

6. Supervise the operation of ASWWU (and all student based organizations); the Campus Health & Wellness, Counseling and Testing Services, Food Services, Campus Security, Student Activities, Village Student Life, Chaplain's Office, Campus Ministries, Student Missions, and Village Property Management;

7. Serve as chair of the Campus Life Committee, Resident Life Council, Departmental Directors, Discipline Committee, and Housing Committee, and serve on campus committees related to student life and mission as directed by policy or the President;

8. Serve as co-sponsor of ASWWU;

9. Be responsible for the preparation and publication of the Student Handbook;

10. Maintain custody of student personnel records;

11. Oversee planning and conducting of CommUnity programming;

12. Maintain campus policy relating to the privacy of campus health records [Section P.2, “Health Information Privacy Patient Act (HIPPA)” [194]] and, in consultation with the Campus Health Director, revise policies in accordance with state and federal law;
13. Perform such other duties and functions as the President may assign.

**2.1.5. Vice President for University Advancement**

*(Charter)*

**Chief Officer for University Advancement**

The chief officer for university advancement is in charge of university development and growth, and is responsible to the President for fund-raising and alumni relations

*(Bylaws)*

Chief Officer for University Advancement: Vice-President for University Advancement

1. In carrying out the responsibilities of his or her office, the vice-president is expected to

   a. Act as the administrator in charge of the University in the absence of the President, the Vice-President for Academic Administration, and the Vice-Presidents for Financial and Student Life;

   b. Oversee the alumni office and its programs;

   c. Represent the University to the alumni and other groups or persons interested in the progress of the University;

   d. Construct and maintain in cooperation with the President an active development program with the goal of providing additional financial resources for the University;

   e. Direct the University Advancement Office in all its activities.

   f. Perform such other duties and functions as the President may assign.

**2.1.6. Vice President for Marketing and Enrollment Services**

*(Charter)*

**Chief Officer for Marketing and Enrollment Services**

The chief officer for Marketing and Enrollment Services is in charge of maintaining a positive image for the University, and is responsible to the President for administering recruitment and admission of students, and for overseeing public relations.

*(Bylaws)*

1. In carrying out the responsibility of the office, the vice-president is expected to

   a. Develop, implement and sustain a comprehensive, data-driven, annual strategic marketing plan to broaden awareness of the university, its programs, and initiatives among internal and external constituencies.

   b. Promote a collegial and collaborative environment by working closely with the campus community to build and maintain support for effective implementation of the marketing plan for the advancement of the University and its programs.

   c. Evaluate results of strategies implemented on an ongoing basis, using benchmark data and other quantitative and qualitative measures.

   d. Identify trends and make studied projections to inform enrollment goals and the university's slate of academic programs.

   e. Develop and promote the university's key message, branding images, and integrated communications strategy in collaboration with the campus administration; authorize appropriate use of the WWU brand.
f. Develop and maintain effective systems, data-driven strategies and processes in order to identify, recruit, and enroll qualified students and to meet student enrollment goals.

g. Work collaboratively with deans, departmental chairs, and administration to provide the vision, strategy, and technical and operational direction to enhance current and future enrollment across the diverse academic programs offered by the university.

h. Structure a continuously reflective and analytically rigorous dialogue with senior administration about enrollment realities and possibilities.

i. Identify venues and events that provide strategic opportunities for recruitment. Design and implement an effective presence for the university at these venues and events.

j. Oversee admission of students in accordance with the university's admission policies.

k. Oversee analysis of admissions metrics, identify performance opportunities and ensure training is delivered in support of achieving university enrollment goals and objectives.

l. Promote and develop use of new and emerging technologies in the admission process.

m. Provide oversight and coordination for the communications functions performed by University Relations, including public information, web content/design, graphics and design services, branding image, and strategic planning and campaign communications.

n. Develop and oversee timely internal and external institutional communication processes.

o. Oversee policy and practice in internal and external communication of issues and crises affecting the university.

p. Provide communication support to Advancement and the Office of Alumni and Parent Relations.

q. Supervise the Director of Recruitment, Director of Admissions, Director of Student Information, Director of Marketing, Director of University Relations and the Administrative Assistant.

r. Chair or designate a chair for the Admissions Committee and co-chair the Financial Aid and Scholarship Committee;

s. Serve on the President's Cabinet.

t. Serve on committees and assume other duties as directed by the President.

2.1.7. Assistant to the President for Diversity

(Charter)

The Assistant to the President for Diversity will serve the University’s mission by:

1. promoting awareness, respect, understanding and support for the diverse backgrounds and experiences represented by students, staff, faculty and administrators in the campus community, and

2. assisting in recruitment and retention of students, staff, faculty and administrators representing diverse backgrounds and experiences.

(Bylaws)

1. In carrying out the responsibilities of the office, the Assistant to the President for Diversity is expected to:

   a. Inform and advise the campus community on issues of diversity in academia and in SDA higher education.
b. Develop and promote programs and activities that inform and educate the campus on issues of diversity

c. Assist in recruitment and retention of students, staff, faculty and administrators of diverse backgrounds.

d. Represent diverse perspectives to the President as a member of President’s Cabinet.

e. Serve as adviser to campus clubs, organizations and committees on issues associated with diversity.

f. Oversee implementation and maintenance of a diversity plan for the University.

g. Serve as chair of the campus Diversity Council.

h. Perform such other duties and functions as the President may assign.

2.1.8. Chair of the Faculty

(Charter)

The Chair of the Faculty and the Associate Chair of the Faculty are responsible to the faculty and serve the university’s mission. The Chair of the Faculty serves as the voice of the faculty to the administrative leadership of the University. The Chair promotes the morale and well-being of the faculty, advocates for the needs of both the faculty as a whole and individual members, and promotes faculty performance. The Chair of the Faculty is not an administrative position.

(Bylaws)

1. The responsibility of the Chair of the Faculty is primarily to lead the participation of the faculty in the system of shared governance and to represent the views of the faculty to the administration, and through the President, to the Board of Trustees. To carry out this mission, the Chair shall have the following duties:

   a. As leader of faculty participation in the governance system:

      i. Serve as Chair of the University Senate

      ii. Serve as Vice-Chair of the University Assembly and

      iii. Serve as a member of the executive committee of the University Senate

   b. As a representative of faculty perspectives at executive levels of the university:

      i. Serve as a member of the President’s Cabinet

      ii. Serve as an invitee to the Board of Trustees and

      iii. Call ad hoc meetings of the faculty to facilitate faculty perspectives

   c. As a member of key committees responsible for faculty well-being:

      i. Serve on Faculty Development Committee

      ii. Serve on Budget Committee

   d. As an advocate for the faculty:

      i. Coordinate (along with the Vice-Chair and Director of Human Resources) the periodic evaluation of the administration and meet with the president to consider the results of each evaluation

      ii. Coordinate (along with the Senate Executive Committee and the chair of Governance Handbook Committee) the periodic evaluation of the governance process
iii. Attend and/or consult with governance committees as requested.

2. The Chair and Associate Chair of the Faculty must be tenured faculty members of professor or associate professor rank with at least two years of employment at Walla Walla University. Candidates must have experience with and demonstrate interest in the governance system. They are elected by the faculty from a ballot prepared by the Nominating Committee. The term of office is one year and may be extended to two years. The Associate Chair does NOT automatically become Chair of the Faculty. Should the Chair and/or Associate Chair of the Faculty agree to serve a second year, faculty will vote on an accept/refer ballot prepared by Nominating Committee.

3. The Associate Chair of the Faculty is responsible to the Chair of the Faculty, serves as chair of University Senate Executive Committee, and is a member of Nominating Committee. The Chair of the Faculty may designate the Associate Chair to attend or chair meetings in his/her absence. In the event that the Chair of the Faculty is unable to fulfill a term, the Associate Chair will assume the position of Chair of the Faculty and serve the remainder of the unfulfilled term.

4. The Chair and Associate Chair of the Faculty are responsible for overseeing Administrative Evaluations (see Policy of Administrative Evaluations [73]).

5. The Chair of the Faculty will be given consideration in recognition of service. Consideration options are determined by the Vice President for Academic Administration and approved by University Senate (see Appendix Q, University Senate Chair Consideration [196]).

2.2. Committees

2.2.1. Cabinet

(Bylaws)

1. The Cabinet is responsible to the President.

2. The committee consists of the President, chair; the Vice-Presidents; the Associate Vice-Presidents; the Assistant to the President for Diversity; the Chair of the Faculty; and others appointed annually by the President.

3. The committee advises the President in relation to responsibilities delegated to him or her by the board and in relation to issues of campus administration.

4. The committee at least once each month as called by the chair.

(Procedures)

1. Protocol
   a. The President solicits agenda items from Cabinet members. Agendas are distributed at the beginning of meetings.
   b. Presidential actions are guided by consensus but advisory votes may be requested.
   c. Committee workload (average, in clock hours per quarter)
      • Chair:
      • Members:
   d. Items may be referred to other committees or administrative offices.
   e. Documents and recommendations from governance entities may be reviewed while under consideration.

2. Communication
a. Minutes of the previous meeting approved. Corrected minutes are distributed by mail to Cabinet members.

b. The committee maintains confidentiality consistent with professional ethics.

c. Cabinet actions are communicated to the persons involved by the President or designated vice-president.

3. Documentation

a. The minutes include rationale for all actions taken.

b. Files of all minutes, with supportive documents, are kept in the president's office, and copies are sent to the Central File.

2.2.2. Grievance

(Bylaws)

1. The Grievance Committee is responsible to the President.

2. The committee consists of six members and a chair. The six members include two faculty members elected by the faculty, two students selected by ASWWU, and two staff members elected by the Staff Council. For each member of the committee, an alternate is elected to serve in the absence of that member. The chair is appointed by the Nominating Committee. The impartiality and diversity of committee members should be considered by each nominating body.

3. The term of membership is two years for faculty and staff, and one year for students. The terms are staggered for faculty and staff members. The term of the chair is three years.

4. The work of the committee is outlined in Section 1.8.3, “Formal Grievance Process” [12].

5. The chair of the committee shall, with support from appropriate university offices, arrange for impartiality training for all new committee members.

6. The committee meets when called by the chair.

(Procedures)

1. Protocol

   a. The committee is called by the chair when a grievance is submitted or when other business regarding the operation of the committee must be considered.

   b. Agendas are developed by the chair and communicated confidentially to participating members.

   c. All participating members (or alternates) must be present before committee business can be conducted.

   d. Committee workload (average in clock hours per quarter):

      i. Chair: minimum of 5 hrs

      ii. Members: varies according to the grievances submitted.

   e. For other protocols, see Section 1.8.3, “Formal Grievance Process” [12].

2. Communication

   a. Minutes of the meetings are circulated for consideration and approval when the committee meets. The chair retains all copies of the minutes and other documents pertaining to the grievance to maintain confidentiality.

   b. Other communication procedures
i. For meetings dealing with matters of procedure or other issues not pertaining to a grievance, the minutes and any other documents may be distributed freely to the members.

ii. Communications between the parties to a grievance and the committee should be in writing to and from the chair.

iii. All recommendations made by the committee with regard to a grievance must be communicated by the chair in writing as outlined in Section 1.8.3, “Formal Grievance Process” [12].

3. Documentation
   a. Any grievance procedure must be carefully documented by the chair. Such documentation must include all documents submitted by the parties involved in the grievance, all minutes of the committee meetings at which the case was considered, and a written summary (with dates) of all oral communications that the chair has with any involved parties.
   b. Recommendations of the committee must be in writing and include the rationale which was used in formulating each recommendation.
   c. Records of the grievance proceedings are maintained in the President's office for a period of three (3) years after the close of the case and then destroyed.
   d. Minutes are taken by the secretary (see Formal Grievance Process)

2.2.3. Americans with Disabilities Act (ADA)

(Bylaws)
1. The ADA Committee is responsible to the President

2. The ADA Committee consists of seven ex officio members, one faculty representative appointed by the Nominating Committee, and one student representative. Ex officio members are chosen because of their expertise in certain areas relating to ADA. These members are the Associate Vice-President of Academic Administration; Director of Admissions; Director of Risk and Safety Management; Director of Human Resources; Director of Plant Operations or designee; Special Services Coordinator; and Vice President of Student Life and Mission or designee. The faculty representative is for their interest or expertise in disabilities. The student representative is selected by ASWWU.

3. An ADA Executive Committee carries out the work assigned to it by the larger committee. The Executive Committee consists of the Associate Vice-President for Academic Administration; Director of Risk and Safety Management; Special Services Coordinator; and Vice-President for Student Life or designee

4. The chair of both the ADA Committee and the ADA Executive Committee is appointed by the President.

5. For appointed members, the term of membership is two years.

6. The work of the ADA Committee is to
   a. support the campus ADA Policy in accordance with state and federal laws.
   b. Provide a leadership role in campus planning for disabilities.
   c. Maintain and implement updates of the policy and policy guidelines [Appendix L, Reasonable Accommodation Policy For Students And Employees With Disabilities [177]].
   d. Recommend to the appropriate bodies suggestions regarding implementation accommodation, and equipment needed to comply with regulations.
   e. Seek grants to fund the University in campus-wide compliance.
f. Act on appeals regarding accommodation by faculty/staff and students.

g. Give direction to the Director of Human Resources and Special Services Coordinator regarding accommodation.

h. Develop working policies and handbooks for faculty/staff and students.

(Procedures)

1. Protocol

   a. The chair develops the agendas and distributes them at the meeting.

   b. Actions are taken by majority vote. On certain issues, action is taken by consensus.

   c. The ex officio committee members will be expected to review ADA requests relating to their areas and make recommendations to the committee on how these standards are being met.

   d. The ADA Committee is responsible for hearing appeals of actions taken by the ADA Executive Committee. Members of the ADA Committee may be assigned the task of forming subcommittees, which may include non-committee members, for the purpose of studying specific issues.

   e. The ADA Committee is responsible to assess its work

2. Communication

   a. Minutes of the meetings are recorded by a designated committee member.

   b. Minutes are distributed to all members of the committee, the President, and are available in the chair's office. They are sent to the central file as sensitive minutes.

   c. Minutes and procedures on sensitive cases follow guidelines on confidentiality.

3. Documentation

   a. A summary of the rationale is included along with the action taken.

2.2.4. Budget Committee

(Bylaws)

1. The Budget Committee is responsible to the President.

2. The committee consists of the President, chair; the Vice President for Financial Administration, vice-chair; six ex-officio members - the Vice President for Academic Administration, the Vice President for Student Life and Mission, the Associate Vice President for Financial Administration, secretary; the university controller, the chair of University Senate, the chair of University Master Planning Committee (or designee); two faculty members elected by the faculty. Faculty should be selected to maintain balance in each of the following academic areas: humanities, sciences-mathematics-engineering, and professional-technical; and two elected by the staff, one from University Relations and Advancement and one from staff-at-large.

3. The term of membership for elected members is four years. Terms are staggered to provide continuity.

4. The work of the committee is to:

   a. Develop a three-year rolling operating budget plan for the university with specific emphasis on the next fiscal year by interacting with budget managers (persons who control financial expenditures from any part of the
In creating the university budget, the Budget Committee will:

i. provide information to budget managers and area administrators regarding financial trends within their areas of responsibility.

ii. request input from budget managers regarding anticipated budget needs and requests.

iii. compile and evaluate requests with regard to available resources, with detailed allocations within departments subject to the oversight of the respective area administrator, in consultation with financial administration.

iv. prepare budget recommendations for submission to the University Board.

b. monitor current expenditures of the university to:

i. assess expenses in relation to budgets.

ii. alert administrators and budget managers to budgetary concerns.

iii. evaluate the university budgeting process.

iv. develop long-range financial plans for the institution in consultation with University Master Planning Committee.

5. The committee meets at least monthly during the school year, and as needed during the summer. Meetings are called by the chair or the vice chair. The vice chair may chair the committee in the chair's absence.

(Procedures)

1. Protocol

a. Agendas are developed by the secretary, in consultation with the chair and vice chair, and distributed at each meeting.

b. Actions are taken by majority vote or by consensus.

c. Committee workload (average in clock hours per quarter)
   - Chair: 20 hours
   - Vice Chair: 30 hours
   - Secretary: 60 hours
   - Members: 15 hours

d. The vice chair will provide budget projections to budget managers based on anticipated costs for fixed expenses such as wages and benefits and for general departmental expenses.

e. Each budget manager will respond by providing estimated costs and rationales for additional budget requests.

f. The committee will then interact with budget managers in finalizing budgets, encouraging a proactive dialog and openness in the university budgeting process.

g. The committee will work closely with administrators and budget managers throughout the year to monitor compliance with the budget.

h. The committee will assess the budget process through an annual review seeking the input of budget managers.

2. Communication

a. Minutes of the meetings are recorded by the secretary.
b. Minutes are distributed to all members of the committee and are available at the chair's office. Minutes are kept in the central file for archival purposes but are not available to the campus or the public in electronic format.

3. Documentation

a. A summary of the rationale is included along with each action taken, which may be in the form of notations in the minutes or an attachment to the original of the minutes.

### 2.2.5. Diversity Council

(Bylaws)

1. The Diversity Council is responsible to the President.

2. The committee consists of the Assistant to the President for Diversity, chair; seven ex officio members--the President, the Vice President for Academic Administration, the Vice President for Marketing and Enrollment, the Director of Human Resources, Disability Support Services Coordinator, the ASWWU President (or designee), and the director of the Donald Blake Center; two faculty members – one elected by the faculty and one appointed by the Nominating Committee; two staff members – one elected by the staff, and one appointed by Staff Council; one student selected by ASWWU; one faculty, staff, or student appointed by the President; and one community member appointed by the President.

3. The term of membership for elected faculty or faculty appointed by the Nominating Committee is three years. The term of membership for elected staff or staff appointed by Staff Council is two years. The term of membership for students selected by ASWWU is one-year. The term of membership for presidential appointees is one year and may be renewed for a maximum of three successive terms.

4. The work of the committee is to:

   a. develop a diversity plan for the University;
   
   b. help in planning and encouraging campus diversity events and services;
   
   c. advise the Assistant to the President for Diversity on the development of policies and practices that enhance awareness of diversity issues for the campus;
   
   d. advise administrative and departmental search committees regarding best practices for considering diversity issues in hiring decisions;
   
   e. advise administration on responses to campus incidents involving matters of diversity;
   
   f. assess diversity events and services of the campus, diversity awareness, and the diversity makeup of the campus.

5. The committee meets monthly as called by the chair.

(Procedures)

1. Protocol

   a. Actions are taken by majority vote or by consensus

   b. Committee workload (average in clock hours per quarter)
      
      • Chair: 15 hrs
      • Members: 7.5 hrs

2. Communication
a. Agendas are developed by the chair and distributed at each meeting.

b. Minutes of the meetings are recorded by the secretary, designated from among committee members at the start
of each new academic year.

3. Documentation

a. Minutes are distributed to all members of the committee and are available to campus faculty, staff and students. Minutes are kept in the central file for archival purposes.

2.2.6. Risk and Safety Management

(Bylaws)

1. The Risk and Safety Management Committee is responsible to the Vice-President for Financial Administration.

2. The committee consists of the following members: Chair - Vice President for Financial Administration; Secretary - Director of Risk and Safety Management; Vice-President for Student Life and Mission; Director of Campus Security; Director of Facility Services; Director of Human Resources; and Associate Vice President for Academic Administration.

3. All the members are ex-officio.

4. The committee's goal is to provide a safe and healthy environment for employees, students and others, and to assist in minimizing risks for the institution. The Committee will review reports and campus education programs, as well as the minutes of the Risk and Safety Management sub-committees, and will recommend priorities. Employees will be notified that safety concerns for any of the University campuses may be communicated to the Director of Risk and Safety Management.

5. The committee meets at least once a quarter.

(Procedures)

1. Protocol

a. The secretary develops the agenda, in consultation with the chair, and distributes it at least three days in advance of meetings.

b. Actions are taken by vote or consensus.

c. The committee reviews and evaluates:

• the annual report from each Risk and Safety Management entity;

• the annual Adventist Risk Management Site Survey for each campus;

• the work of the Risk and Safety Management Sub-committees;

• safety recommendations from employees, students and others’ safety recommendations;

• and recommends priorities.

2. Communication

a. The secretary distributes the minutes.

b. The committee makes recommendations to departments and the President.
3. Documentation
   a. Rationale for each action and recommendation is included in the minutes.
   b. Minutes of each meeting are kept indefinitely on file in the office of Risk and Safety Management.

### 2.2.7. Financial Aid and Scholarship

**Bylaws**

1. The Financial Aid and Scholarship Committee is responsible to the Vice President for Financial Administration. The committee consists of the Director of Student Financial Services, chair; Vice-President for Office of Enrollment; Vice-President for Financial Administration; Vice-President for University Advancement or designee; Dean of Men; Dean of Women; Director of Academic Advisement; Director of Admissions; and two faculty members elected by the faculty. A quorum shall consist of four voting members, one of whom must be a dean or a faculty member.

2. The term of membership for faculty appointments is five fiscal years.

3. The work of the committee is to:
   a. Recommend to the administration financial aid and scholarship policies
   b. Oversee financial aid and scholarship policies.
   c. Review and approve upon petitions
   d. Review and approve requests for scholarship funding.
   e. Award scholarships for which no awarding group is designated.
   f. Administer the distribution of financial aid.
   g. Monitor the academic progress of financial aid recipients.
   h. Assure that financial aid and scholarships are awarded on a fair and non-discriminatory basis.

4. The committee meets when called by the chair.

**Procedures**

1. Protocol
   a. Agenda and supporting documentation are distributed to members prior to or at the beginning of meetings.
   b. Committee actions and decisions are taken by vote.
   c. Committee workload (average, in clock hours per quarter)
      • Chair: 20 hrs
      • Members: 10 hrs
   d. The committee sends recommendations and actions to Student Financial Services for implementation.

2. Communication
   a. Minutes of meetings are published and distributed to Student Financial Services personnel, the Vice-President for Financial Administration, and the President.
   b. The chair notifies students in writing of committee actions pertaining to their petitions.
c. Actions on financial aid and scholarship policies are to the Vice President for Financial Administration

d. Confidentiality on student records is maintained, consistent with current legal requirements.

3. Documentation

a. Committee actions are based upon: Federal, State, and institutional regulations; financial aid files; student account files; and supporting documentation.

b. Minutes are kept in the Central File.

c. Committee actions are recorded in individual student files with a letter explaining committee action.

2.2.8. Campus Life

(Bylaws)

1. The Campus Life Committee is responsible to the Vice-President for Student Life and Mission.

2. Membership includes the chair, appointed by the Vice-President for Student Life and Mission in consultation with the President; the Vice-President for Student Life and Mission; the Assistant Vice President for Student Life; the Director of Residential Life; the Chaplain; two faculty member (one male and one female) elected by the faculty; two male residence-hall students; two female residence-hall students; and three off-campus students (one single male, one single female, and one married) elected by ASWWU.

3. The term of membership is two years for elected faculty and one year for elected students.

4. The work of the committee is to

a. Assess issues related to students and their well-being, drawing upon appropriate resources and resource persons as needed.

b. Consult with the University Senate about important issues related to student life and inform the senate of any subsequent recommendations.

c. Make recommendations regarding such issues in the context of existing policies.

5. The committee meets at least once per quarter

(Procedures)

1. Protocol

a. The chair solicits agenda items from ASWWU, the faculty, the President, or the committee regarding issues of concern to students. Agendas are distributed at least one day in advance of meetings.

b. Actions are taken by vote.

c. Committee workload (average, in clock hours per quarter)

• Chair: 5 hours
• Members: 2 hours

2. Communication

a. The chair sends minutes to members, the chair of University Senate, and the President

b. At all times the committee works in an open manner.

3. Documentation
a. All recorded actions include rationale.

b. Minutes are kept in the office of the Vice-President of Student Life and Mission and copies are sent to the Central File.

2.2.9. Housing

(Bylaws)

1. The Housing Committee is responsible to the Vice-President for Student Life and Mission.

2. Membership includes the Director of Residential Life and Housing, chair; the Campus Housing and Property Coordinator; Dean of Residence and Student Life (Portland Campus); associate deans; and resident deans of the residence halls.

3. The work of the committee is to:
   a. Review residence hall policies and procedures.
   b. Examine and respond to residence life housing issues.
   c. Approve "out of policy" requests for off-campus housing.

4. The committee meets weekly or when called by the chair.

(Procedures)

1. Protocol
   a. The chair sets the agenda and solicits items from committee members.
   b. Actions are taken by vote.
   c. Committee member workload: 12 hours per quarter
   d. Meeting times are decided at the beginning of each quarter.
   e. The chair processes committee recommendations and documents for perusal and action of other governance bodies unless specifically assigned otherwise by the committee.
   f. Recommendations and/or documents from other governance bodies directed to the Housing Committee are processed in consultation with the chair with appropriate communication following any actions taken.

2. Communication
   a. Minutes are sent to members and the Vice President for Student Life and Mission.
   b. Communication with various sectors of the campus is the responsibility of the Vice-President of Student Life and Mission.
   c. Committee records are kept confidential and recorded in a manner to protect the privacy of the involved parties.

3. Documentation
   a. Recommendations from the committee are accompanied by appropriately written statements of rationale and supporting documentation.
   b. Archival records of the work of the Housing Committee are kept by the chair and given to succeeding chairs.
2.2.10. Spiritual Life

(Bylaws)

1. The Spiritual Life Committee is responsible to the Vice-President for Student Life and Mission.

2. The committee consists of the following ex officio members: the Campus Chaplain, chair; the Vice-President for Student Life and Mission; the Dean of the School of Theology; the University Church senior pastor; the Associate Residence Hall Deans (housing); the Dean of Residence and Student Life (Portland Campus); Missions/Ministry Support Coordinator; the Student Chaplains; the spiritual vice-presidents of AGA, the Village Club, OPS, and ASWWU (including Portland); and the Community Service Coordinator.

3. The committee also consists of an associate pastor designated by the University Church senior pastor, a Walla Walla University Church member selected by the Church Ministries Placement Board, two students selected by ASWWU, one student selected by the Chaplain, one student selected by the Missions/Ministry Support Coordinator, and one student selected by the Director of Spiritual Development, two faculty members elected by the Nominating Committee process, one staff member elected by the Staff Council, and any other members appointed by the President.

4. The term of membership for non-ex officio members will be two years, which will terminate in alternate years.

5. The work of the committee is to
   a. Be concerned with the quality of spiritual life and recommend and/or initiate plans, programs, and activities fostering the spiritual growth of students, faculty, and staff;
   b. Approve, coordinate, and give direction to all organized spiritual activities which concern campus life;
   c. Approve plans and personnel for spiritual activities; e.g. prayer groups and study groups and weeks of prayer;
   d. Review and approve Spiritual Master Plan and assessments

6. The committee meets when called by the chair, at least once each quarter during the academic year.

(Procedures)

1. Protocol
   a. The chair sets the agenda in consultation with committee members and circulates the agenda to members several days before the scheduled meeting.
   b. Decisions are usually made by consensus.
   c. Committee workload (average, in clock hours per quarter)
      • Members: 3 hrs
   d. Times and dates for meetings are decided at the beginning of each quarter.
   e. The work of the committee is generally conducted by the entire group; however, specific tasks may be assigned to sub-committees.
   f. It is the responsibility of the chair to process committee recommendations and documents for the perusal and action of other governance bodies unless specifically assigned otherwise by the committee.
   g. Recommendations and/or documents from other governance bodies directed to the Spiritual Life Committee are processed in consultation with the chair, with appropriate communication following any actions taken.
   h. Evaluate the spiritual life of the campus and all university coordinated spiritual programs and activities during each quarter.
i. In addition to broad based responsibility for providing guidance to spiritual activities and entities on campus, regular recurring tasks of the committee are as follows:

• Fall
  i. Review organizational plans of spiritual activities for the current school year.
  ii. Review proposed list of Student Week of Worship speakers.
  iii. Review plans for Mission Emphasis Week.

• Winter
  i. Review proposed list of Week of Worship speakers for Spring.
  ii. Review and confirm nominees for prominent appointed student spiritual activities offices.

• Spring
  i. Review proposed list of Week of Worship speakers for the following year.

2. Communication

a. Minutes are sent to the committee members, the President, the Vice-President for Academic Administration, the Chair of the Faculty, the Student Association President, and the Executive Vice-President of ASWWU. University Senate

b. Communication with various sectors of the campus is the responsibility of constituency representatives who serve on the committee.

c. Most issues which the committee addresses are summarized and recorded in the minutes. However, from time to time confidentiality is necessary for the purposes of open discussion within the committee on particular issues.

3. Documentation

a. Recommendations from the committee are accompanied by appropriately written statements of rationale and supporting documentation.

b. Archival records of the work of the Spiritual Life Committee are kept by the chair and given to succeeding chairs.

2.2.11. Graduate Student Conduct Board

(Bylaws)

1. The Graduate Student Conduct Board is responsible to the Vice-President for Student Life and Mission.

2. The committee consists of the following members: the Dean of Students, chair; Dean of the School of Social Work or designee; Dean of the School of Education and Psychology or designee; Chair of the Department of Biology or designee; Chair of the Department of Communication and Languages or designee; and one graduate student appointed annually by Graduate Council.

A substitute for a member of the committee may be found in the case of a potential conflict of interest. In consultation with the committee, the chair chooses the substitute from persons with the same campus classification (graduate student or faculty in a department).

3. The work of the committee is to provide students with a fair and objective review of the facts surrounding alleged violation(s) of the WWU Student Code of Conduct and/or the Drug and Alcohol Policy to determine appropriate
sanctions for violations. The Graduate Student Conduct Board of Walla Walla University will hear cases as outlined in the WWU Student Code of Conduct, convening if the Dean of Students determines that charges have merit and if the case cannot be resolved by mutual consent of the parties involved.

4. The Graduate Student Conduct Board of Walla Walla University operates at the express permission of Walla Walla University administration. The Graduate Student Conduct Board has authority to issue and enforce sanctions that may include probation, fines, suspension, and/or expulsion.

5. The committee meets when called by the chair or appointed designee in the absence of the chair. At the request of three members, the Dean of Students must call a special meeting.

6. A quorum for the Graduate Student Conduct Board will consist of five (5) members.

(Procedures)

1. Protocol
   a. The chair sets the agenda.
   b. Committee responsibilities include:
      i. attending scheduled meetings;
      ii. reviewing cases prior to meeting times, as available;
      iii. interviewing interested parties to the case during scheduled meetings.
   c. For full protocols, including determining cases to be brought forward, the investigation and interview process, and the appeals process, see the current Walla Walla University Student Handbook and Code of Conduct [https://wallawalla.edu/fileadmin/user_upload/Student_Life/pdf/2016_StudentHandbook_web.pdf].

2. Communication
   a. Decisions and recommendations of the committee must be in writing and include the rationale for each decision.
   b. The Dean of Students will be responsible for providing written documentation to the involved parties of a student conduct case, with input from the committee on specific language.

3. Documentation
   a. Records of student conduct proceedings are kept by the chair for a period of seven years after the close of the case and then destroyed.
   b. Any student conduct procedure must be carefully documented by the chair. Such documentation must include all documents submitted by the parties involved in the student conduct case, minutes of the committee meetings at which the case was considered, and a written summary, with dates, of all oral communications pertaining to the case which the chair has with either of the involved parties.

2.2.12. Undergraduate Student Conduct Board

(Bylaws)

1. The Undergraduate Student Conduct Board is responsible to the Vice-President for Student Life and Mission.

2. Membership includes the Undergraduate Student Conduct Administrator/Dean of Students, chair; Associate Dean of Men and Associate Dean of Women appointed by the Director of Residential Life and Housing; two non-Residential Life and Housing staff appointed by Staff Council; two faculty appointed by the Nominating Committee; and two upper-division students appointed by ASWWU Student Senate.
A substitute for a member of the committee may be found in the case of a potential conflict of interest. In consultation with the committee, the chair chooses the substitute from persons with the same campus classification (student, faculty, non-Residential Life and Housing staff, etc).

3. Term of membership for appointed faculty and staff will be two years, and members’ terms should overlap to provide continuity. Term of membership for students shall be one year.

4. The work of the committee is to provide students with a fair and objective review of the facts surrounding alleged violation(s) of the WWU Student Code of Conduct and/or the Drug and Alcohol Policy to determine appropriate sanctions for violations. The Student Conduct Board of Walla Walla University will hear cases as outlined in the WWU Student Code of Conduct, convening if the student conduct administrator determines that charges have merit and if the case cannot be resolved by mutual consent of the parties involved.

The Undergraduate Student Conduct Board of Walla Walla University operates at the express permission of Walla Walla University administration. The Student Conduct Board has authority to issue and enforce sanctions that may include probation, fines, suspension and/or expulsion.

5. The committee meets when called by the chair or appointed designee in absence of the chair. At the request of three members, the student conduct administrator must call a special meeting.

6. A quorum for the Student Conduct Board will consist of five (5) members.

(Procedures)

1. Protocol
   a. The chair sets the agenda
   b. For full protocols, including determining cases to be brought forward, the investigation and interview process, and the appeals process, please see the current Walla Walla University Student Handbook and Code of Conduct [https://wallawalla.edu/fileadmin/user_upload/Student_Life/pdf/2016_StudentHandbook_web.pdf].
   c. Committee responsibilities include:
      i. attending scheduled meetings;
      ii. reviewing cases prior to meeting times, as available;
      iii. interviewing interested parties to the case during scheduled meetings.

2. Communication
   a. The Undergraduate Student Conduct Administrator will be responsible for providing written communication to the involved parties of a Student Conduct case, with input from the committee on specific language
   b. Decisions and recommendations of the committee must be in writing and include the rationale which was used in coming to each decision.

3. Documentation
   a. Records of the student conduct proceedings are kept by the chair for a period of seven years after the close of the case and then discarded.
   b. Any student conduct procedure must be carefully documented by the chair. Such documentation must include all documents submitted by the parties involved in the student conduct case, minutes of the committee meetings at which the case was considered, and a written summary, with dates, of all oral communications pertaining to the case which the chair has with either of the involved parties.
Part 3: Academic

3.1. Personnel

3.1.1. Graduate Studies

(Chart)
The dean of graduate studies administers the graduate studies program and is responsible to the chief academic officer.

(Bylaws)

1. Choice
Nomination is made by the President and Vice-President for Academic Administration in consultation with a search committee chosen and directed by the President. The nomination is submitted to the Board of Trustees by the President.

2. Duties

a. The dean is the executive officer of graduate studies and is responsible to the Vice-President for Academic Administration. It is the dean's responsibility to maintain effective group and individual communication with department chairs and the graduate staff in all graduate studies matters and to maintain a two-way communication between the administration and the Graduate Council. The dean has a special responsibility to ensure that graduate studies concerns are conveyed to University Senate and to communicate Senate actions to the graduate studies staff.

b. In consultation with colleagues, the dean formulates and promotes graduate studies aims, helps plan graduate programs to achieve those aims, recommends and assists in presenting to the Graduate Council and (as requested by graduate program chairs) to the Curriculum Committee graduate program changes, and helps evaluate the effectiveness of teaching and testing methods used in realizing the goals of graduate studies.

c. The dean assists search committees in finding suitable candidates for vacancies in the graduate departments, promotes faculty and graduate studies memberships in professional associations, and in other ways attends to the professional needs of the graduate studies staff.

d. The dean coordinates the financial matters of graduate studies. After consultation with the Graduate Council, the dean annually submits to the Vice-President for Academic Administration a budget for graduate studies operation, maintenance, improvements, and equipment. The dean advocates requisitions and requests from the graduate departments for library books and equipment. The dean is responsible to the Vice-President for Academic Administration for expenditure of budgeted monies, for approval of payment for received goods, and for the proper use and protection of all graduate studies supplies and property.

e. The dean is responsible for meeting the educational needs of students enrolled in graduate studies. In cooperation with graduate department chairs and staff, the dean ensures that graduate students are advised in their graduate programs and that they are recommended for candidacy for graduation on the basis of the satisfactory completion of their academic work.

f. Working with the Vice-President for Office of Enrollment, the dean seeks to promote graduate studies programs

g. The dean advises graduate students in matters of admissions, citizenship, professional attitudes, and petitions.

h. The dean chairs the Graduate Council.
3.1.2. School Deans

(Charter)

The dean of each undergraduate school administers that school and is responsible to the chief academic officer.

(Bylaws)

The deans' selection, term of service, and basic duties are the same as those of department chairs (see Section 3.1.3, “Department Chairs and School Deans” [42]).

- School of Business
- School of Education and Psychology
- School of Engineering
- School of Nursing
- School of Social Work and Sociology
- School of Theology

3.1.3. Department Chairs and School Deans

(Charter)

The chair of an academic department or dean of a school administers that department or school and is responsible to the Chief Academic Officer (CAO).

(Bylaws)

1. **Choice of Chair/Dean**
   The nomination of a chair/dean is made by the President and the CAO in consultation with the entire faculty of the department or school and is submitted to the Board of Trustees by the President.

2. **Term of Service**
   The term of service for a chair/dean is four years. At the end of that period, the procedure outlined above (Choice of Chair/Dean) is followed. The four-year term of a chair/dean may be shortened upon the recommendation of a majority of the faculty and of the CAO, made through the President to the Board of Trustees.

3. **Duties of the Chair/Dean**

   a. The chair/dean is the executive officer of the department or school and is responsible to the CAO. It is the chair's/dean's responsibility to maintain effective group and individual communication with the faculty and staff in all departmental or school matters and to maintain a two-way communication between the administration and his or her faculty and staff. The chair has a special responsibility to ensure that departmental or school concerns are conveyed to University Senate and to communicate Senate actions to the department or school faculty and staff.

   b. In consultation with colleagues, the chair/dean formulates and promotes departmental or school aims, plans course offerings to achieve those aims, recommends to the Curriculum Committee or the Graduate Council, as appropriate, through the CAO, requirements for majors and minors, recommends class scheduling and teaching loads, and evaluates the effectiveness of teaching and testing methods used in realizing the goals of the department or school. The chair/dean is responsible for conducting performance evaluations for all faculty and staff with at least half-time appointments in the department or school (See Section 3.1.5.4, “Responsibilities” [47])

   c. The chair/dean assists the CAO in finding suitable candidates for vacancies in the department or school; in submitting recommendations for advancement in rank, appointment to tenure status, membership in profes-
sional associations, and attendance at conventions; and in other ways seeing to the professional needs of the faculty and staff.

d. The chair/dean coordinates the financial matters of the department or school. After consultation with the faculty and staff, he or she annually submits to the CAO a budget for departmental or school operation, maintenance, improvements, and equipment. The chair/dean approves all requisitions and all requests from the department or school for library books and periodicals. The chair is responsible to the CAO for expenditure of budgeted monies, for approving payment for received goods, and for the proper use and protection of all departmental or school supplies and property.

e. The chair/dean is responsible for meeting the educational needs of students majoring or minoring in the department or school. In cooperation with the faculty, the chair advises students in their academic programs and their course outlines and recommends their eligibility for graduation on the basis of the satisfactory completion of their academic work.

f. The chair/dean or designee serves as sponsor to clubs which promote the special interests of the department or school.

g. The chair/dean advises students in matters of citizenship, professionalism, and employment.

3.1.4. Librarians

(Charter)

The Director of Libraries administers the university's libraries, including the one on the Portland campus, and is responsible to the chief academic officer.

(Bylaws)

1. Choice

The nomination of the Director of Libraries is made by the Vice-President for Academic Administration, the professional librarians, and the Library Committee and is submitted to the Board of Trustees by the President.

2. Duties

a. The director is the executive officer of the campus libraries and is responsible to the Vice-President for Academic Administration. It is the director's responsibilities to maintain a two-way communication between the administration and library personnel. The director has a special responsibility to ensure that library concerns are conveyed to University Senate and to communicate Senate actions to the library staff.

b. The director develops effective strategies for library management, collection development, planning and implementing of technical advances, and all other library services according to standard library procedure.

c. The director assists the Vice-President for Academic Administration in finding suitable candidates for vacancies in the department; in submitting recommendations for advancement in rank, appointment to tenure status, membership in professional associations, and attendance at conventions; and in other ways attending to the professional needs of the staff.

d. The director coordinates the financial matters of the university's libraries, submitting annual budgets for operation, maintenance, improvement, and equipment to the Vice-President for Academic Administration.

e. The director maintains communication among the students, faculty, administrators, staff, and community members in matters concerning library services.

f. The director maintains campus policy relating to the privacy of library user records [Section P.3, “Library Privacy Policy” [195]] and, in consultation with the Vice-President for Academic Administration, revises policies in accordance with state and federal laws.
g. The director fosters cooperation with other libraries.

h. The director serves on the Library Committee.

### 3.1.5. Teaching Faculty

Faculty, permanent: tenured or tenure-track teachers and librarians holding academic rank;

Faculty, temporary: full-time non-tenured and non-tenure-track teachers holding academic rank;

#### 3.1.5.1. Ethics And Responsibilities

(Charter)

The faculty consists of administrators and teaching faculty. Whenever the term "faculty" is used, it refers to these groups, unless otherwise indicated.

**Code of Ethics**

Institutions of higher education are conducted for the common good and not to further the interest of either the individual faculty members or the institution as a whole. The common good depends upon the free search for truth and its free exposition. Academic freedom is essential to these purposes and applies both to teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the faculty in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

Faculty members are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

Faculty members are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

Faculty members are citizens, members of a learned profession, and representatives of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educators, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.

(Bylaws)

1. Faculty members should consider their first duty in all circumstances to be the discovery and exposition of truth in their own fields of study.

2. Just as higher education is conducted for the common good of society, so faculty members should be concerned with the common good of all university entities. For students, faculty members should provide nurturing beyond classroom teaching. For colleagues, they should provide assistance in reaching professional goals, thereby enhancing the educational atmosphere. The University has a tradition of shared governance; faculty members should recognize their obligation to participate. Faculty members are leaders who enjoy community esteem; they should recognize their commensurate societal responsibilities and seek opportunities to serve.

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1adapted from the American Association of University Professors 1940 Statement of Principles on Academic Freedom and Tenure.
3. Because of their special position in the University, faculty members must exercise their power and influence judiciously. Rightfully expecting academic freedom for themselves, they should be careful to accord their students a like freedom; they should not exploit students financially or scholastically. Faculty members should avoid unfair competition with colleagues for position, rank, or students. During the school year they should avoid undertaking for pay extensive activities outside their university duties.

4. Faculty members should be inclusive and respectful of the diverse backgrounds and perspectives of students and colleagues. They should treat others fairly. Faculty should be attentive to the diverse needs and sensitivities of those around them, while recognizing that higher education often requires the exploration of challenging material that may make some uncomfortable.

5. Faculty members should hold in confidence the ideas, needs, weaknesses, and failures of their students, as well as departmental or school matters not intended for dissemination. Faculty members should recognize that they owe to their profession, to their colleagues, and to their school a reasonable tact in the utterance of remarks.

6. Faculty members should be alert and cooperative in the detection and reporting to appropriate disciplinary agencies all cases of student dishonesty and misconduct harmful to the objectives and ideals of the department or University. It is their duty, however, to take care that students charged with offenses of this sort have opportunity for a hearing in order to ensure the submission of all relevant facts and a just disposition of their cases.

3.1.5.2. Method of Appointment

(Charter)

1. Candidates are considered for appointment on the basis of Christian character, scholarship, professional preparation for and competence in a specific instructional field, and effective teaching potential.

2. When a faculty vacancy occurs or an addition to an academic department is anticipated, the department chair informs the Chief Academic Officer. After review by the University Master Planning Committee and approval by the CAO, the department chair, in consultation with the members of the department, initiates a search for the most qualified candidates. During the departmental evaluation, comments concerning the potential candidates are sought from at least two academically-related departments on campus. Upon completion of the departmental evaluation, the names of potential candidates with professional qualifications and experience are communicated in writing by the chair to the officer. Following the guidelines for rank and tenure p. 40, evaluative data on each candidate, along with proposed rank and tenure status, are sent to the President. The President, following approval by the Board Sub-Committee for Academic Planning, presents the final recommendation to the Board of Trustees, which makes all tenure-track appointments.

3. In accordance with the standards adopted by the General Conference of Seventh-day Adventists, it is the policy of the University to employ in tenure-track positions faculty members who are members in good and regular standing of the Seventh-day Adventist Church.

4. Non-tenure-track faculty are essential to the life and learning of the University. These faculty hold academic rank, have the same responsibilities as tenure-track faculty, and participate in regular performance evaluations (see Section 3.1.5.4, “Responsibilities” [47]).

5. Appointments are neither made nor refused on the basis of gender, race, color, handicap, or national origin. The University reserves constitutional and statutory rights as a religious institution and employer to give preference to Seventh-day Adventists for appointment in tenure-track positions. Department chairs, the administration, and the Board of Trustees should take into account the university's need to see that faculty members represent all segments of the population, including not only representatives from what are generally considered minority groups but also women.

6. The terms of appointment will be consistent with the provisions of the Governance Handbook (including rank, tenure, salary, and future status) and are in each case a matter of written statement. One copy of this statement is to be furnished by the President serving as secretary of the board to each of the following: the appointee, department
chair, chief financial officer, chief academic officer, and the director of human resources. The agreement is not considered valid and complete until the appointee has accepted in writing. A sample letter of appointment and a new faculty employment form are included in Appendix E, \textit{New Faculty Hiring Letter And Employment Form} [128].

The President, in consultation with the Director of Human Resources, is responsible for revisions to Appendix E.

7. Unless otherwise specified in the agreement, all new appointments begin September 1 and end June 30. Subsequent appointments are for twelve months, beginning July 1.

8. The University recognizes the potential value to the individual and to the institution of faculty members' engaging in legitimate professional activities outside the University, not involving conflict of interest. "Legitimate" is considered here to imply contributing to and not detracting from the professional standing of faculty members or the best interest of the University.

"Conflict of interest" is defined here as engaging in any outside activity that reduces the effectiveness and quality of a faculty member's regular service to the University and to its students, or that results in unauthorized gain to a faculty member at the expense of the University or its students.

The following guidelines apply:

a. Faculty members may engage in legitimate extra-mural, income producing, professional activities not involving conflict of interest.

b. Full-time faculty members will on a quarterly basis notify their department chairs and the chief academic officer before engaging in any on-going extra-mural, income-producing, professional activities during periods of regular employment (times other than vacation time or non-assigned periods under the proportional wage plan).

c. The chief academic officer, in consultation with a faculty member and the department chair, will deny permission to engage in income-producing activities which involve conflict of interest or detract from the best interest of the University.

d. University resources and the university name may be used in connection with outside activities only with approval of the department chair and subsequent written permission by the chief academic officer.

e. Activities normally considered acceptable and, in some cases, desirable are, for instance, those that will increase the teaching or scholarly competence of the faculty member; those that will be of service to the extended academic community; those that are necessary for re-certification, for retention and improvement of clinical skills, or for meeting continuing education requirements; and those that are incidental and will not detract from the ability of the faculty member to meet responsibilities of teaching, academic advisement, research, and governance.

9. It is the policy of the University that parent and child, husband and wife, or persons otherwise closely related not be simultaneously employed in positions such that one is under the supervision of the other.

3.1.5.3. Teaching Load

(Charter)

1. The normal teaching load is twelve hours per week. Administrative responsibilities, graduate teaching, major advisory obligations and committee duties, and professional activities such as research, writing, and artistic production are considered as equivalent to some part of this load.

2. If for illness or some other reason faculty members are incapacitated, the departments arrange to carry their work if possible. In case of prolonged absences, the University reassigns or discontinues their courses or selects substitutes and determines and pays their salaries. During the time faculty members' courses are reassigned or discontinued or substitutes are employed, the University pays the faculty members their regular salaries for a maximum of three months. After three months, if unable to return to work, faculty members may apply for temporary disability ben-
efits under the denominational medical retirement plan, provided they have completed required years of service as specified by the General Conference Working Policy. After having received three months' salary from the University, faculty members having less than the required years of service as defined by the General Conference Working Policy receive, while still disabled, special disability assistance through the General Conference of one month's salary for each year of denominational service.

3.1.5.4. Responsibilities

(Charter)

Faculty are expected to promote academic excellence and to integrate faith and learning in carrying out the mission of the University and, more broadly, of the Seventh-day Adventist Church.

1. Responsibilities to Students
   Faculty are responsible for setting and maintaining high standards in
   a. Teaching, scholarship, and research
   b. Professional and personal ethics
   c. Assessment of student performance
   d. Interactions with and advisement of students

2. Responsibilities to the academic community
   Faculty are responsible for
   a. Professional development and contribution to the academic discipline
   b. Collegiality within the academic department and University as a whole
   c. Participating actively in the life and governance system of the University

3. Community contributions
   Faculty are responsible for
   a. Demonstrating a commitment to and participation in the Seventh-day Adventist Church
   b. Representing the University in a positive light to the broader community
   c. Seeking ways to contribute in civic and volunteer service beyond the boundaries of the University

(Bylaws)

Faculty Evaluation

1. Faculty Performance Evaluation
   Faculty performance is evaluated annually to provide faculty with timely feedback regarding their responsibilities as outlined above. Faculty performance may meet or exceed expectation, or may be below expectation in each of these areas. Performance evaluations facilitate annual documentation of faculty activities, goal setting, and discussion of ways in which the university can better support individual professional development. By identifying any areas in which performance is below expectation, faculty and chairs or deans can work to address concerns before the faculty member's next tenure review.

   As a part of each performance review, faculty members are expected to prepare a Professional Activities Report documenting activities in the areas of responsibility listed above. This report, along with other supporting documents, is submitted to the faculty member's chair or dean. After completion of the review process, the Professional
Activities Report is also submitted to the Chief Academic Officer (CAO). All other evaluation materials are maintained by the chair or dean and not routinely shared with the CAO or Rank and Tenure Committee (see Procedures).

If, in the opinion of the reviewing chair or dean, a tenured faculty member's performance is significantly below expectation during two consecutive annual reviews, he or she will be required to participate in an immediate tenure review.

2. Course Evaluation
Course evaluations are intended to help faculty provide excellent instruction (see Responsibilities to Students [47] above) and to inform rank and tenure evaluations (See Section 3.1.5.5, “Rank And Tenure” [50]).

Faculty members are expected to seek evaluation of all courses periodically using student and peer evaluation. The results of all course evaluations must be submitted to the faculty member's department chair or school dean. A designated number of course evaluation results must also be submitted annually to the Chief Academic Officer (as noted in “Procedures”).

Chairs or deans may, in consultation with a faculty member, designate specific courses for evaluation and may designate specific evaluative methods and evaluators. Faculty may submit written responses with any course evaluation sent to the Chief Academic Officer and/or chair/dean. Responses will remain with course evaluation documents and receive consideration in the evaluation of faculty performance.

Use and Sale of Self-Published Materials
Faculty members are encouraged to pursue publication of textbooks and other educational materials. When materials produced by an instructor are required for a class that the instructor teaches, however, an apparent conflict of interest may be present, especially where the sale of such materials produces financial gain for the instructor. The following procedures relate to the sale of required textbooks and course materials that are self-published by a WWU instructor and sold to students in courses taught by that instructor.

Materials Sold at Cost
Prior to use, materials sold to students at cost must be reviewed by the academic department/school in which the course is offered. The instructor is responsible for submitting a request to the department which addresses

- Reasons for using self-published materials
- Comparisons with existing commercially published texts or materials
- Request for student course evaluation to include specific feedback on content and usefulness of the selected texts or materials

The chair/dean is responsible for maintaining records of departmental approvals.

Materials Sold for Profit
Instructors intending to require the purchase of self-published course materials or textbooks for course or laboratory use, and to profit from the sale of those materials, must submit a petition to the Vice President for Academic Administration at least two quarters prior to the quarter in which the materials are to be used. The petition must include

- A copy of one or more complete and thorough reviews, submitted by off-campus peer reviewer(s)
- Rationale for the use of self-published materials
- Comparison of price with existing commercially published texts or materials
- Estimate of projected cost per unit and projected profit per unit, and rationale for profit margin (generally not to exceed 25 percent of cost or $25 per student, except as approved by the Vice President for Academic Administration)
- Signature of department/school chair/dean
• Request for student course evaluation to include specific feedback on content, price, and usefulness of the selected texts or materials

Faculty may profit only from the sale of self-published materials which have received external peer review.

Approved petitions may remain in effect for up to three calendar years, after which the faculty member must submit a new petition.

The Vice President for Academic Administration may deny a petition, and will respond in writing with rationale for a decision.

Faculty using self-published materials are strongly encouraged to make available, through the University library and/or online, copies of their materials to accommodate students who choose not to purchase the materials.

Sales of required self-published materials to students must be transacted through the university book store.

(Procedures)

1. Faculty Performance Evaluation

a. A faculty member’s chair or dean initiates the performance evaluation by providing the faculty member with his or her performance metrics for the previous year and the evaluation rubric to be used (both provided by the CAO).

b. The faculty member prepares supporting material for the evaluation and submits it to the chair or dean no more than two weeks after the performance evaluation is initiated. These materials should include

   i. a current curriculum vitae

   ii. a Professional Activity Report documenting the faculty member’s activities in the areas of faculty responsibility outlined above

   iii. a list of proposed goals for the coming year

   iv. any department-specific items requested by the chair or dean

   v. other materials the faculty member deems relevant to the evaluation process.

c. After reviewing the faculty member's supporting documentation and goals from the previous year, or if the faculty member fails to submit the supporting documentation within four weeks of the initiation of the performance evaluation, the chair or dean completes a performance evaluation rubric indicating areas in which the faculty member meets or exceeds expectation and areas in which he or she is below expectation.

d. The faculty member and chair or dean review the performance evaluation rubric, identifying specific strengths and commendations, progress on goals from the previous year, and goals for the coming year.

e. Any area in which a faculty member’s performance is found to be below expectation must be addressed by outlining specific goals and by establishing a timeline and method for review. If, in the opinion of the reviewing chair or dean, a tenured faculty member’s performance is significantly below expectation for two consecutive years,

   i. the chair or dean will notify the CAO and the chair of the Rank and Tenure committee, providing both with a copy of the performance evaluation rubric and all supporting materials for the last two years

   ii. the faculty member will participate in an immediate tenure review no more than three months from the date of the second annual review in which his or her performance was deemed below expectation.

f. The faculty member will submit his or her Professional Activity Report to the CAO.
2. Course Evaluation

a. For tenure-track faculty with a one-year appointment and non-tenure-track faculty in their first three one-year appointments at WWU

i. Each course must be evaluated by students each time the course is taught.

ii. One course per academic year must be evaluated by a peer. The same course may be selected for both peer and student evaluation.

b. For tenure-track faculty with a three-year appointment or permanent tenure and non-tenure-track faculty after their first three one-year appointments at WWU

i. Three courses per academic year must be evaluated by students.

ii. Regular peer evaluation is encouraged through processes established within departments or schools.

iii. If a faculty performance evaluation indicates that performance is below expectation in the area of responsibilities to students, the chair or dean may designate specific courses for evaluation and may designate specific evaluative methods.

3. Scholarship

Faculty scholarship plays a key role in the scholarly life of Walla Walla University (see Responsibilities to Students [47] and Responsibilities to the academic community [47] above). Faculty, in pursuing inquiry and creativity in their respective disciplines, model for students the mission of the university as “a community of faith and discovery.” While teaching is the primary focus of the faculty, the teaching and learning taking place in the institution are kept fresh and growing by a commitment to “teaching undergirded by scholarship.” The standards for faculty scholarship at each level of rank reflect an expectation of maturation and maintenance of scholarly activities. Faculty teaching in graduate programs are expected to consistently model a level of scholarship and publication appropriate to the objectives of graduate study; they receive loading to help provide for this work. The institution aids faculty scholarship and publication through modest faculty research grants, sabbaticals, funding for conference attendance and presentations, and support for grant-writing activities.

Faculty scholarship is evaluated periodically through the performance evaluation and Rank and Tenure processes. Definitions and evaluation standards for scholarship activity are found in Section G.3, “Definitions And Evaluation of Scholarship Activity” [139].

3.1.5.5. Rank And Tenure

(Charter)

The rank and tenure processes of the University are designed to encourage and recognize the professional and personal growth of faculty, enhance the educational experience of students, ensure academic freedom, and provide a stable employment environment.

1. Definitions

Rank
Academic rank is a title assigned by the Rank and Tenure process based on a faculty member’s scholastic achievement, teaching success, years of experience, and professional involvement. Academic titles, from Instructor to Emeritus Professor, are conferred by the university through ongoing evaluation of a faculty member’s contributions to students, the university and the wider community.

Tenure
Tenure is the status of holding a faculty position on a secure basis granted in consideration of contribution to departmental and university goals. Tenure protects academic freedom and provides a sufficient degree of economic security to make the profession attractive to persons with appropriate qualifications and proven ability.
2. Criteria
Advancement in rank or tenure is based on consideration of a candidate’s professional and personal qualities outlined in Section 3.1.5.4, “Responsibilities” [47]

Advancement in rank or tenure is not automatic and is not solely determined by the number of years of teaching experience or university employment. Neither does administrative position or responsibility automatically bestow rank or tenure.

3. Documents
For all rank and tenure reviews, except for one-year appointments and Emeritus Professor advancements, faculty are required to submit dossiers for Rank and Tenure evaluation. For advancement to Emeritus Professor, the department chair or representative provides a letter of nomination to the Rank and Tenure Committee.

A complete dossier is composed of a vitae, self-assessment, and departmental recommendation, as well as evaluations from the department chair/school dean, peers, and students. Forms for dossier submission are authorized and maintained by the Rank and Tenure Committee. (Appendix G, Rank And Tenure Forms And Scholarship Guidelines [137]) Course evaluation forms are authorized and maintained by the Chief Academic Officer. (Section G.2, “Sample Evaluation Form Request” [137]) Definitions of scholarship activity and criteria for evaluating scholarship are approved by the faculty and maintained by the Rank and Tenure Committee (Section G.3, “Definitions And Evaluation of Scholarship Activity” [139]).

Each tenure-track faculty member is to evaluate at least three courses per year and have the results sent to the department chair and the chief academic officer. See Section 3.1.5.4, “Responsibilities” [47].

In cases where a department chair or school dean is reviewed for academic rank and/or tenure, the Chief Academic Officer, in consultation with the department, conducts the evaluation and provides the written departmental recommendation.

For candidates advancing through one-year appointments, see Section 3.1.5.7, “Procedure for the Continuation of Appointments” [55].

4. Confidentiality
The review process for rank or tenure consideration is confidential. Officers and committee members associated with the rank or tenure process make every reasonable effort to ensure that a candidate’s confidentiality is protected.

Submissions and comments to the Rank and Tenure Committee are not provided to the candidate if access has been waived by the candidate.

5. Rights and Responsibilities
Throughout all rank and tenure processes, the faculty member has a right to fair and equitable treatment. Formal processes for handling grievances are outlined in Section 1.8, “Grievances” [11].

The department chair has the right to review the faculty member’s current rank and tenure dossier.

The institution has the right to initiate review or dismissal proceedings in accordance with board-approved policies (See Section 3.1.5.8, “Review of Tenured Faculty” [55]).

6. Initial Placement
The department chair recommends initial placement of rank and tenure (or non-tenured rank) for a new faculty member to the Rank and Tenure Committee. If the new faculty member is entering as department chair, the Chief Academic Officer recommends the placement. The Rank and Tenure Committee then recommends the placement to the President. In consultation with the Chief Academic Officer, the President makes a formal appointment subject to confirmation by the Board of Trustees.

7. Submission and Review Schedule
By December 1 of each year, the Rank and Tenure Committee (see Section 3.2.17, “Rank And Tenure” [87]) notifies all faculty members of their current rank and tenure status and eligibility to apply for advancement. Response forms, indicating a faculty member’s intent to submit a dossier for advancement in rank or tenure consid-
eration, are due by December 15 of each year. Complete dossiers must be submitted by the following July 1. The Rank and Tenure Committee is responsible for reviewing dossiers within one year of submission. Promotions take effect at the beginning of the next fiscal year. (see Section 3.2.17, “Rank And Tenure” [87]).

8. Consideration, Notification and Records
After reviewing each dossier (or letter for a one-year appointment and Emeritus Professor advancement), the Rank and Tenure Committee submits its recommendations to the President. Subsequently, the President, in consultation with the Chief Academic Officer, recommends candidates for advancement to the Board of Trustees for ratification. Following board action, the Chief Academic Officer informs each candidate, in writing, of the board’s action and schedules a conference to share the recommendations of the Rank and Tenure Committee.

For one-year appointment reviews, see Section 3.1.5.7, “Procedure for the Continuation of Appointments” [55].

Recommendations for advancement to three-year appointments, advancement to permanent tenure, and all advancements in rank require action by the board of trustees. Post tenure reviews of tenured faculty are not submitted to the board.

Following review by the President, the Chief Academic Officer presents the committee’s recommendations to the faculty member in a scheduled conference.

The Chief Academic Officer’s written summary of the post-review conference goes to the candidate, the department chair, the candidate’s permanent file in the academic administration office, and becomes a part of the faculty member's next dossier submission. Any written response to the summary by the faculty member or chair is filed in the candidate’s permanent file.

3.1.5.6. Eligibility Standards For Rank
(Chart)

Faculty are not required to apply for advancement in rank. To be considered for advancement, except for Emeritus Professor, faculty must apply and submit a complete dossier. Prior requirements apply for each advancement in rank.

1. Rank for Tenure Track Faculty
The University recognizes the following ranks with standards for eligibility. Degrees must be appropriate to a teacher’s discipline and earned from an institution accredited by a recognized accrediting body. The number of years taken to reach eligibility for progression through the ranks is not generally shortened, as an enculturation to the University requires time and experience.

   a. Instructor
   Faculty will demonstrate promise for teaching and professional involvement in their discipline, as well as contributions to the University and community. Involvement in the discipline includes regular convention attendance, professional memberships, appropriate professional certification or licensure and scholarly activity. They will also meet one of the following requirements:
      • Master’s degree, or
      • Bachelor’s degree with relevant experience, graduate study, credentials, registration, or licensure as required by the department.

   b. Assistant Professor
   Faculty will demonstrate ability in teaching and must show evidence of engagement in scholarly activity in the candidate's discipline, as well as evidence of contributions to the University and community. They will also meet one of the following requirements:
      • Doctoral degree, or
• Master’s degree and two years of additional full-time graduate study and one year of successful college or university teaching experience, or

• Master’s degree and one year of additional full-time graduate study and two years of successful college or university teaching experience, or

• Master’s degree and four years of successful college or university teaching experience.

c. **Associate Professor**

Faculty will demonstrate significant achievement in teaching must show evidence of continuing scholarly activity in the candidate's discipline since becoming an Assistant Professor, as well as evidence of contributions to the University and community. They will also meet one of the following requirements:

• Doctoral degree and four years of successful college or university teaching as an assistant professor, or

• Completion of all academic requirements for a doctoral degree except the dissertation, and five years of successful college or university teaching as an assistant professor.

d. **Professor**

Faculty will demonstrate exceptional contribution in teaching, show evidence of continuing scholarly achievement in the candidate's discipline since becoming an Associate Professor, as well as evidence of contributions to the University and community. They will also meet the following requirement:

• Doctoral degree and four years of successful college or university teaching as an associate professor.

e. **Emeritus Professor**

Upon retirement from full-time employment, emeriti faculty will have achieved the rank of professor and will have demonstrated meritorious service in teaching and professional involvement, as well as contributions to the University and community. They will also meet one of the following requirements:

• Fifteen years employment with the University, or

• Ten years teaching experience as a professor at the University, five of which are immediately prior to retirement.

2. **Rank for Librarians**

Librarians must have an earned American Library Association-accredited master’s degree. To advance in rank, librarians will perform at a high professional level (professional practice) in areas contributing to the educational and research mission of the University, such as reference service, collection development, and bibliographic organization and control. The University recognizes the following levels of rank with standards for eligibility:

a. **Assistant Librarian, Level 1**

Librarians will demonstrate promise for professional practice and professional involvement in the discipline, as well as contributions to the University and community. Involvement in the discipline includes regular convention attendance, professional memberships, appropriate professional calcifications or licensure and scholarly activity.

b. **Assistant Librarian, Level 2**

Librarians will demonstrate ability in professional practice must show evidence of engagement in scholarly activity in the discipline, as well as evidence of contributions to the University and community. They will also meet the following requirement:

i. Four years of successful college or university experience as an Assistant Librarian, Level 1.

c. **Associate Librarian**
Librarians will demonstrate significant achievement in professional practice must show evidence of continuing scholarly activity in the discipline since becoming an Assistant Librarian, as well as evidence of contributions to the University and community. They will also meet one of the following requirements:

• A second master’s degree, and four years of successful experience as a college or university Assistant Librarian, Level 2, or

• Seven years of successful experience as a college or university Assistant Librarian, Level 2.

d. Librarian
Librarians will demonstrate exceptional contribution in professional practice show evidence of continuing scholarly activity in the discipline since becoming an Associate Librarian, as well as evidence of contributions to the University and community. They will also meet one of the following requirements:

• A second master’s degree and four years of successful experience as a college or university Associate Librarian, or

• Seven years of successful experience as a college or university Associate Librarian

e. Emeritus Librarian
Upon retirement from full-time employment, emeriti librarians will have achieved the rank of Librarian and will have demonstrated meritorious service in professional involvement as well as contributions to the University and community. They will also meet one of the following requirements:

• Fifteen years employment with the University, or

• Ten years of library experience as librarian at the University, five of which are immediately prior to retirement.

3. Rank for Non-Tenure-Track Employees
full-time, salaried, non-tenure-track faculty member of the University may be eligible for academic rank when sponsored by an academic department.

4. Temporary Appointments
Temporary appointments may be made at any rank with a title indicating the temporary nature of the appointment, such as acting instructor, lecturer, visiting professor, or visiting lecturer. The University may employ retired faculty members on a yearly basis, continuing at their last rank. For all such faculty members, the temporary nature of the appointment must be clearly indicated in the written statements of terms of employment.

5. Alternate Qualifications
Recommendations for advancement in rank may be made on the basis of alternate qualifications if one of the following conditions is met:

• The candidate has the highest available degree in the particular field of expertise or has a terminal degree as recognized by the institution.

• The candidate has completed graduate work comparable to the prescribed degree or has extensive training in the relevant professional area.

• The candidate has qualifications such as recognized expertise in the particular academic or professional area, or has made outstanding contributions to the advancement and betterment of the department, the University, the discipline, and/or higher education.

Adequate supporting data must be provided, demonstrating that the qualifications are generally recognized in academic circles.
3.1.5.7. Procedure for the Continuation of Appointments

(Chart)

To be eligible for a continuing appointment, the candidate must hold a regular faculty appointment and have a minimum of a master’s degree or have completed all academic requirements for the doctorate degree except the dissertation. To be eligible for a continuing tenure-track appointment, the candidate must be a member of the Seventh-day Adventist church.

The standard sequence of tenure-track appointments is as follows: One-year appointments granted annually upon review for three years, a three-year appointment granted after completion of the one-year appointments, and a tenure appointment granted after successful completion of the three-year appointment and subsequently reviewed every five years.

Non-tenure-track faculty receive one-year appointments granted annually upon review.

When scheduled, reviews of appointments are mandatory in order to continue employment at the University.

1. Initial Appointment

   a. A tenure-track faculty member entering as an instructor, or assistant professor, or assistant librarian initially receives a one-year appointment.

   b. A tenure-track faculty member entering as an associate professor or associate librarian may be granted a three-year appointment.

   c. A tenure-track faculty member entering as a professor or librarian, or whose record includes at least six years of successful academic experience at a regionally accredited institution of higher learning, may be granted tenure.

2. One-Year Appointments (Tenure-Track and Non-Tenure-Track)

   During each one-year appointment the department chair or school dean, in consultation with the Chief Academic Officer (CAO), is primarily responsible for assisting in a faculty member’s professional development and evaluating his or her performance in relation to departmental goals (See Appendix G, Rank And Tenure Forms And Scholarship Guidelines [137]). Annually, by the end of winter quarter, the chair or dean collects departmental input and provides the CAO with a written departmental evaluation of the candidate’s performance, including a recommendation for renewal or non-renewal of the candidate’s appointment for the following year. The CAO then presents the departmental recommendation, including rationale, to the Rank and Tenure Committee for confidential review prior to forwarding the departmental review to the President.

3. Three-Year Appointment (Tenure-Track)

   At the conclusion of the second one-year appointment, the candidate submits a complete dossier to the Rank and Tenure Committee in anticipation of advancement to the three-year appointment. If there are significant concerns, the committee may recommend an extension of one or two additional one-year appointment(s) to the standard sequence of tenure-track appointments, with a scheduled submission of an updated dossier.

4. Tenured Appointment

   At the conclusion of the second year of the three-year appointment, a candidate submits a complete dossier to the Rank and Tenure Committee and requests tenure. If tenure is granted, the candidate receives an indefinite appointment subject to the criteria given in Section 3.1.5.9, “Termination Of Service” [56].

3.1.5.8. Review of Tenured Faculty

(Chart)

After receiving tenure, a faculty member is reviewed by the Rank and Tenure Committee every four years. If, in the opinion of the faculty member's chair or dean, a tenured faculty member's performance is significantly below expectation for two consecutive performance evaluations, he or she will be required to participate in an immediate tenure review. Upon notification, each faculty member submits a complete dossier to the Rank and Tenure Committee.
The Rank and Tenure Committee seeks to encourage faculty development by reviewing each tenured faculty member using its regular processes. The review can lead to two possible results.

1. **Standard Performance**
   Defined as performance comparable to that expected of other tenured faculty members at the same rank. If the Rank and Tenure Committee finds that the faculty member is maintaining a standard performance, the Chief Academic Officer (CAO) communicates the results of the committee’s deliberations to the faculty member according to regular process.

2. **Sub-Standard Performance**
   Defined as performance lacking in those qualities deemed essential for tenured faculty. If the Rank and Tenure Committee finds that the faculty member’s performance has been sub-standard,
   a. The committee prepares a formal list of concerns. The CAO holds a conference with the faculty member and his or her chair or dean to discuss the committee's concerns. The CAO follows up with a written summary of the conference, which will include the formal list of concerns.
   b. In consultation with the CAO and department chair or school dean the faculty member develops specific steps for improvement in a Professional Growth Plan. The Rank and Tenure Committee may recommend another faculty member to provide assistance. A preliminary plan noting intensive short-term steps towards remediation is to be submitted to the chair or dean and to the CAO within one month of the conference.
   c. The faculty member is then reviewed by the committee the following year. If the faculty member’s performance has progressed to the standard level, no further action is taken and the faculty member restarts the regular four-year review cycle. If the faculty member's performance has not progressed to the standard level, further action is taken in accordance with the policy for termination.

3.1.5.9. **Termination Of Service**

(Chart)
All tenure-track faculty and their departments are protected by the guidelines regarding the six-year process leading to full tenure as specified in Section 3.1.5.5, “Rank And Tenure” [50] and Section 3.1.5.7, “Procedure for the Continuation of Appointments” [55]. According to the Governance Handbook (Section 1.8, “Grievances” [11]), all faculty have access to the University grievance process.

3.1.5.9.1. **Reason for Termination**

(Chart)
Except for a faculty member's first three tenure-track years, when termination can be made without cause tenure and tenure-track appointment may be terminated only for (A) adequate cause, (B) retirement, (C) resignation, or (D) extraordinary circumstances.

A. **Adequate Cause**
   Upon the recommendation of the President, a member of the faculty may be dismissed by the Board of Trustees (Board) for adequate cause which shall include: (1) termination of membership in the Seventh-day Adventist Church; (2) serious or continuing violation of policies or procedures of the University; or (3) continuing substandard performance in academic duty as defined by Rank and Tenure policies. (See Section 3.1.5.4, “Responsibilities” [47] and Section 3.1.5.8, “Review of Tenured Faculty” [55])

I. Before action is taken by the Board to terminate the services of a faculty member, the Chief Academic Officer (CAO) informs the faculty member in writing of the charges. If the faculty member feels that the charges are unfair, unethical, or discriminatory, he or she may initiate the grievance process outlined in Section 1.8, “Grievances” [11].
II. In cases involving academic matters, the department chair and the Rank and Tenure Committee advise the CAO.

B. Retirement

I. Appointment with faculty status is on an at-will basis after retirement.

II. Notice of retirement is given by the faculty member in writing to the CAO not later than nine months before the effective date of retirement

III. Notice of retirement and commendations for service are given in writing by the Board.

C. Resignation

In consideration for the Board, which must approve a successor, a faculty member who wishes to resign or decline reappointment has the responsibility to notify the CAO not later than four months before the effective date of termination.

D. Extraordinary Circumstances

Under extraordinary circumstances, the process used by the university for the termination of faculty, tenured and tenure-track, must be implemented in a manner that

I. Insures that decisions leading to the reduction of faculty are thoroughly studied and well documented and are in keeping with the mission and academic strategic plan of the university,

II. Honors the protection afforded to faculty by the university tenure system,

III. Demonstrates concern and respect by providing early notification to faculty at risk of termination and by allowing time to search for possible employment, and

IV. Allows affected schools, departments, and faculty the opportunity to provide information and/or alternative recommendations to the administration.

Extraordinary circumstances are defined as any one of the following:

1. reorganization or elimination of academic programs or departments necessitating reduction of faculty based on a strategy articulated by administration;

2. budgetary shortfalls necessitating reduction of faculty (in any department or the institution as a whole) as informed by the analysis and evaluation of departmental and institutional data;

3. financial exigency (a situation in which the continuing existence of the institution is threatened).

In case of extraordinary circumstances necessitating faculty reductions, any plan for resolution must address input from departments that may be affected by the plan, and from appropriate committees, as outlined in this policy. All measures other than faculty reductions shall be considered.

The time deadlines below represent the latest possible dates for completion of each step in the process to allow notification (“Notice”) on or before March 1, except in cases of Financial Exigency. For Financial Exigency (Extraordinary Circumstance case 3) the process will be followed but under an expedited timeline as deemed necessary by the Administration in consultation with University Master Planning Committee.

Step 1. University Master Planning Committee (UMPC)

Administration will notify UMPC of its determination that a reduction in faculty is deemed necessary and will provide rationale.

I. Notification of UMPC shall occur not later than the end of the fifth week of Autumn quarter for terminations effective the following September.

II. UMPC shall consider the effect of reductions in faculty on the viability of programs and departments.
III. The Administration and UMPC will seek alternative solutions, including reassignment of tenured faculty to other suitable positions within the institution.

IV. The UMPC chair will provide a written summary of the UMPC discussion and recommendations to the Administration within one week following the discussion.

Step 2. University Board

The Administration will present a preliminary written report explaining the need for faculty reduction to the Board.

I. The preliminary written report shall include a summary of the UMPC discussion and recommendations.

II. The report to the Board shall occur at the Board’s Autumn meeting for terminations effective the following September.

Step 3. University Senate

The Administration will notify University Senate that the policy for termination of tenured faculty due to “Extraordinary Circumstances” is in effect.

I. Notification of University Senate shall occur before the end of fall quarter for terminations effective the following September.

Step 4. Department Chair

The CAO will notify the department chairs of the specific departments being considered for reduction. The CAO will explain the reduction strategy and provide supporting data for the prior ten (10) years to the chairs. Examples of data to be included are history of staffing levels, numbers of majors and minors, and total student credit hours. Notification of department chairs shall occur not later than the end of the first full week of December for terminations effective the following September.

The department chair(s) shall then consult with all faculty members of the department and may consult with others as appropriate.

I. On the basis of this consultation the chair of the department shall submit a report to the CAO that contains the following:

- Confirmation that all members of the department were given an opportunity to discuss the issues.

- An analysis of the consequences of specific reductions in terms of the functions, programs and mission of the department. The report will also address the impact of specific reductions.

- The department chair may make specific recommendations regarding personnel or alternative personnel or budget cuts.

II. The departmental report shall be made available to all faculty members in the department at least seven days prior to its submission to the CAO.

III. Any faculty member or group of members may submit alternative formal reports to the CAO. If such reports are developed, they shall also be made available to the department chair not later than the time of their submission to the officer. The name(s) of the author(s) may be withheld from the chair at the request of the faculty member(s).
IV. All departmental reports must be submitted to the CAO by the end of the first week of Winter Quarter.

Step 5. Curriculum Committee

The CAO will notify Curriculum Committee of the proposed reduction in faculty. The CAO report will provide a rationale for the reduction and identify proposed changes to academic programs. The CAO will also provide the committee with the summary of any UMPC recommendations and the reports from the departments being considered for reduction.

I. Notification of Curriculum Committee shall occur not later than the end of the third full week of January for terminations effective the following September.

II. If Curriculum Committee determines that a proposed termination affects the viability of an academic program or department, they shall refer the matter to University Senate activating Step 7. In such instances, Steps 6 and 7 may be enacted simultaneously.

III. A written summary of the Curriculum Committee discussion and recommendation will be provided to the President (see Step 8) and in cases where Step 7 is activated, to University Senate.

Step 6. Rank and Tenure Committee

The CAO will consult with the Rank and Tenure Committee, providing to the Rank and Tenure Committee the departmental reports from the departments being considered for personnel reductions, with the CAO recommendations and rationale. The CAO will also provide the committee with a summary of any UMPC recommendations and, if complete, the written summary of the Curriculum Committee discussion and recommendations. The Rank and Tenure Committee shall have access to dossiers submitted to the Rank and Tenure Committee within the past six years by faculty members of the department.

I. The Rank and Tenure Committee will review the recommendations and rationale provided by the CAO, and a record of its findings along with a summary of Rank and Tenure discussion will be provided to the CAO by January 31 for terminations effective the following September.

II. Any member of the Committee whose department is under consideration or who has any other conflict of interest, shall be recused from the discussion.

Step 7. University Senate

This step is activated in terminations resulting from reorganization or elimination of academic programs (Extraordinary Circumstance case 1) or as requested by Curriculum Committee in Step 5.

The CAO will provide a rationale and recommendation to University Senate regarding the need for the reorganization or elimination of academic programs or departments necessitating reduction of faculty.

I. The CAO will provide a summary of the recommendations by UMPC, the departments, and Curriculum Committee.

II. University Senate will vote on the recommendation. A written summary of the discussion and vote will be provided to Administration no later than February 15.
Academic

Step 8. President

After considering the departmental reports, the analyses of the Rank and Tenure Committee, and the rationale criteria stated in Section 3.1.5.9.3, “Criteria” [61], the CAO shall submit a report to the President indicating the financial and programmatic impact of the reductions.

I. The CAO report shall be submitted to the President on or before February 5 for terminations effective the following September.

II. The report shall state the recommendation of the officer concerning the department members to be terminated and the criteria and rationale used to arrive at the recommendation.

III. The report shall also append copies of the report from the department chair and other formal reports from other faculty members. Reports and recommendations from the UMPC, Curriculum Committee, and the Rank and Tenure Committee shall also be included. In cases where Step 7 is activated, the report and vote of University Senate shall also be included.

IV. If the recommendation of the CAO differs from a recommendation of the Rank and Tenure Committee, the rationale for a different recommendation shall be stated in the CAO’s report to the President.

V. At the time of the full report’s submission to the President, the recommendation and rationale portion of this report shall also be provided, in writing, to the department chairs and to the faculty members designated for termination. The faculty members designated for termination are then given ten days to respond in writing to the President.

Step 9. University Board

After considering the reports and input from the faculty members, the President shall submit a recommendation concerning those faculty designated for termination along with a summary of recommendations of UMPC, the departmental reports, Curriculum Committee, Rank and Tenure Committee, and in cases where Step 7 is activated the University Senate, to the Board for final decision.

I. The recommendation shall be submitted at the Winter Board meeting for terminations effective the following September. If the Board meeting has already taken place, the President shall submit the recommendation and summary of committee actions to the executive committee of the Board on or before February 28 for terminations effective the following September.

II. The President’s recommendation shall be provided in writing to the department chairs and to the faculty members designated for termination in advance of its submission to the Board.

Step 10. Notice and Termination

The President will notify faculty members designated for termination in writing of the Board action (“Notice”).

I. Faculty identified for termination must receive official notification (“Notice”) on or before March 1 for termination in September of the same calendar year. Notification after March 1 requires that the effective termination date will become September of the following calendar year. Terminations outside the timeline of this policy may be made in cases
of Financial Exigency or with the express written consent of the faculty to be terminated and the Administration.

Reinstatement If the University opens a similar position within two years after the notification of termination of a tenured or tenure-track faculty member’s employment, the University will make its best efforts to notify the individual of the opportunity to reapply for the position and to be considered for reinstatement at the same rank and tenure status. First consideration will be offered this individual provided the individual demonstrates continued interest in and suitability for the academic discipline and the university.

3.1.5.9.2. Severance

(Chart) Severance pay and benefits are provided to faculty members in the months following termination due to extraordinary circumstances as defined in the Faculty Termination Policy (See Reasons for Termination - Extraordinary Circumstances p. 45) with the intention of assisting in the professional and personal transition.

The stated understanding of university administration and faculty is that severance pay and benefits for terminated tenured faculty are intended to provide reasonable financial assistance and benefits for one year following the date of termination.

Specific terms of faculty severance pay and benefits, consistent with the policies outlined in this Faculty Termination Policy, are provided in Appendix O, Faculty Severance Pay And Benefits [187] of this Handbook.

Changes to Appendix O, Faculty Severance Pay And Benefits [187] are authorized by the President in consultation with Human Resources and presented to University Senate for review and recommendation prior to inclusion in the Governance Handbook.

3.1.5.9.3. Criteria

(Chart) When academic departments are designated for personnel reductions due to financial reasons, the following considerations will be made. The primary consideration will be reviewed before moving on to secondary considerations. Only if department members appear to be essentially equal with regard to the primary consideration will the secondary considerations be reviewed.

1. Primary Consideration
   Tenured faculty members with standard performance will be given priority over untenured faculty. (See Section 3.1.5.8, “Review of Tenured Faculty” [55])

2. Secondary Considerations
   The following areas shall be considered while making decisions among faculty members with standard performance.

   • Evidence of meritorious teaching.
   • Academic specialty, degrees, certification, and breadth in relation to departmental needs.
   • Academic rank.
   • Research, publication, and professional productivity.
   • Contributions to the University in non-teaching functions such as committee work and student advisement
   • Professional interactions within the department and the university as a whole.
• Demonstrated service to the Seventh-day Adventist Church and to the community (See Community contributions [47])

• Years of employment at Walla Walla University

• Years of denominational employment.

3.1.5.10. Memberships, Conventions, and Prof. Development

(Charter)

The University encourages professional development for its faculty. The University assists in covering the cost of the annual dues for all faculty members in one professional society of their choice. Institutional membership in organizations required for professional recognition of departments is financed from departmental budgets.

Convention attendance is a high priority professional growth experience and is subsidized by the University. All faculty are eligible to receive convention subsidy for convention attendance related to their teaching discipline.

(Bylaws)

The funding support for Memberships, Conventions and Professional Development is administered by the Chief Academic Officer in consultation with the Rank and Tenure Committee. The exercise of convention privileges is subject to the following provisions:

1. Faculty members may apply to attend a convention annually in the area of their academic discipline. Information on current funding limits is available from the Chief Academic Officer.

2. When a convention request is signed by the department chair and approved by the Chief Academic Officer, the University reimburses costs of convention fees, per diem, travel, and lodging up to the allocated convention reimbursement limit. Applications should be submitted to the Chief Academic Officer six weeks prior to departure.

3. A small honorarium is available for faculty who are presenting papers or take a major role in planning an academic conference. Notification of the Chief Academic Officer of such activities must be made as part of the convention request.

4. These privileges are not applicable to faculty members after they accept appointments to other institutions.

In addition to the above policy governing attendance at professional associations, certain faculty members of Seventh-day Adventist colleges and universities meet once every few years at a time and place designated by the General Conference Department of Education. Assistance for such events is made available as there is funding to support such attendance.

3.1.5.11. Sabbaticals And Leaves Of Absence

(Charter)

Purpose Faculty members are encouraged to pursue ongoing research and professional development activities such as planned programs of research, graduate study, writing, or travel. Such activities serve to enhance the academic, spiritual, and social life of the University. Faculty members may also seek leaves of absence in cases of illness or temporary outside employment.

Procedure Recommendations for sabbatical leaves are made to Administration by the Faculty Development Committee in consultation with the department chair and in accordance with procedures found in Guidelines p. 51. Recommendations for other leaves of absence are made to Administration by the Vice-President of Academic Administration in consultation with the department chair.
Academic

Exceptions

Recommendations for exceptions to this policy are made to the Administration by the Faculty Development Committee in consultation with the department chair.

3.1.5.11.1. Sabbatical

(Charter)

1. Eligibility
   a. A tenure-track teaching faculty member is eligible for one quarter of sabbatical leave following eleven quarters of employment, exclusive of other leaves.
   b. A tenure-track teaching faculty member with a newly completed terminal degree may apply for one quarter of sabbatical leave to take place following six quarters of service. The sabbatical is to continue a research program and to prepare papers for publication.
   c. Up to three quarters of sabbatical leave may be accumulated.
   d. Faculty will be notified annually of their service history and eligibility for sabbatical leave.
   e. Prior to the sabbatical, faculty should inform the chairs of the governance committees of which they are a member of the quarter they will be absent.

2. Conditions
   a. Sabbatical leaves will be granted for study, research, writing, or other experience of professional value.
   b. A faculty member may receive and is encouraged to seek supplementary grants or other awards while on sabbatical leave, though such additional grants or awards may be received only if the conditions for accepting the additional resources do not interfere with the Purpose [62] of the sabbatical leave.
   c. A faculty member must return to full-time teaching following the sabbatical leave.
   d. Summer sabbaticals are preferred and will be supported with a stipend.

   Non-summer sabbaticals will be granted without stipend subject to the departments’ ability to maintain its essential function. When the university is unable to accommodate the faculty member’s absence, the sabbatical will be deferred and service credit will accrue beyond the limit in (1)(c) above.

3.1.5.11.2. Extended Research Leaves of Absence

(Charter)

Extended research leaves of absence are granted for faculty with exceptional opportunities to contribute to their discipline and to the University. Normally the research leave may be granted for up to one year but may be granted for a maximum of fifteen months, once every fifth year. In most cases the salary is fully or partially covered by non-University funds, although the University may grant up to full salary when external funds are not sufficient. In addition, allocations for travel and other expenses may be granted.

3.1.5.11.3. Graduate Study Leaves of Absence

(Charter)

1. Leaves are usually taken during summer quarters. Extended leaves may be granted for those pursuing a terminal degree. Among the determining factors in granting such leaves are the faculty member's interest in and capacity for graduate study and the anticipated needs of the University for qualified teaching personnel.

2. Upon return from leave, a faculty member must provide the Chief Academic Officer an official transcript of the graduate study.
3. Unless otherwise specified, faculty receive full salary during the period of graduate study and reasonable time for travel; tuition or travel expense, whichever is the greater; and other allowances according to the Section 3.1.5.12, “Financial Policies” [65].

4. 

3.1.5.11.4. Other Leaves of Absence

(Charter)

1. Leaves for illness are granted by the Board of Trustees in harmony with the plan described in the North American Division Working Policy.

2. Faculty members who wish to enter temporary employment outside the University may apply for leaves without pay.

3.1.5.11.5. Guidelines

(Charter)

1. Each faculty member who receives a salaried leave will sign an agreement with the Chief Financial Officer specifying the terms of amortization. Salaried leaves of absence will be amortized according to the North American Division Working Policy.

2. For non-sabbatical leaves supported by non-university funds, Administration may reduce the salary paid by the University during the leave. Stipends for travel or extra living expenses for workshops, institutes, lectureships, and other professional activities will not result in reduction of faculty salaries.

(Procedures)

1. Proposals must be submitted to the Vice-President for Academic Administration by the first week of winter quarter for a sabbatical leave in the following summer or the next academic year.

2. A completed application form for a sabbatical leave consists of the following:

   ▪ A cover letter of request for a sabbatical leave acknowledging an obligation to return to WWU for a minimum of one year at the conclusion of the leave.

   ▪ A statement of the activities to be conducted during the leave period, including a description of how the proposed activities contribute to WWU and enhance the applicant's profession and/or professional development.

   ▪ A copy of the applicant's current curriculum vitae

   ▪ Where applicable, a copy of the report following the applicant's last sabbatical leave and/or any other statements describing the value of the last leave.

   ▪ Supporting materials e.g., copies of invitations from host institutions and other letters of support.

3. The application must include a letter indicating departmental support for the prospective sabbatical. the proposal and departmental letter of support must contain evidence that ensures that the quality of their program offerings will not be affected by the absence of those faculty on sabbatical leave.

4. The Faculty Development Committee reviews all sabbatical applications and submits recommendations to the Administration.

5. Upon Administration's approval, the Vice-President for Academic Administration notifies candidates in writing regarding the final sabbatical decision.
6. A faculty member must inform the Vice-President for Academic Administration in writing of any changes in the proposed sabbatical project or funding after its initial acceptance. If such changes are substantial, the Vice-President for Academic Administration shall report to the Faculty Development Committee for possible reconsideration.

7. Within three months of completing the sabbatical, a faculty member must submit to the Vice-President for Academic Administration and the Faculty Development Committee a detailed written report outlining accomplishments during the leave. The faculty member shall also provide a University-wide presentation based on the accomplishments of the sabbatical.

3.1.5.12. Financial Policies

(Charter)

1. The Board of Trustees establishes from time to time, within the policy limits of the General Conference of Seventh-day Adventists, a salary schedule setting both maximum and minimum salaries for each rank.

2. The chief financial officer prepares and distributes annually to the faculty a statement describing the current implementation of the financial policies pertaining to faculty and staff. See Appendix D, Faculty Salary And Allowance Schedule [127]. For a statement of policies currently in effect, see Appendix C, University Financial Policies For Faculty [123]. The current statement includes policies concerning the following:

   a. Appendix D, Faculty Salary And Allowance Schedule [127] (maximum and minimum for each rank)

   b. Benefits

      i. Medical and related: Actual, Insurance, Adoption

      ii. Travel allowance: Mileage rates, Lodging, Per diem

      iii. Tuition allowance: Children, Spouse

      iv. Retirement and sustentation plan

      v. Other benefits

3.2. Committees

3.2.1. University Master Planning

(Bylaws)

1. The University Master Planning Committee is responsible to the President. The committee submits reports to the President and the University Senate. The President or the Senate will direct significant recommendations to the faculty for evaluation and approval.

2. The committee consists of the following members:

   a. Chair

      The Chair is a faculty member who is at Professor or Associate Professor rank, who has had at least one year of experience on the University Master Planning Committee, and who is elected by the faculty from two names submitted by the President to the Nominating Committee. The Chair serves as a non-voting, ex-officio member of University Senate (see Section 3.2.4, “University Senate” [71]).

   b. Executive Secretary

      The Executive Secretary is selected from Administration by the President.
c. **Three faculty members**  
Three faculty members are elected by the faculty, one from each of the following academic areas: humanities, sciences/mathematics/engineering, professional/technical. The committee will select one of the three faculty members to serve as vice-chair. The term of the vice-chair will be one year, though the person may be selected to serve again.

d. One additional member, appointed by the President from the Facility Services entities

e. **Administrators**  
Administrators include: President, VP for Academic Administration, VP for Financial Administration, VP for Student Life and Mission, VP for University Relations and Advancement

f. One staff member elected by the staff.

g. One student nominated by the Chair in consultation with the University and ASWWU presidents and ratified by the ASWWU Senate.

h. **Other(s)**  
The Chair, in consultation with the committee, may invite additional non-voting representation when needed.

3. The term of faculty and staff membership is three years. The term of membership for students is one year.

4. Under the direction of the President, the committee maintains the long-range University Master Plan and recommends modifications of the plan to the University Senate, and subsequently to the faculty and administration. The master plan addresses academic, physical, and financial considerations. The committee advises the President on the implementation of the long-range plan. The work of the committee is to

a. Direct in the continuing development of the academic program, study current trends in higher education, and recommend appropriate modification of educational priorities;

b. Maintain a current file of mission statements and master plans from a representative and related sample population of colleges and universities as one source for the study of trends in higher education;

c. Determine the financial feasibility of any shift in priorities which would result in development or modification of academic programs;

d. Evaluate the most effective ways to use existing campus physical facilities, as well as make proposals either for modification of existing facilities or initiation of plans for new facilities to meet the academic trends

e. Participate in the continuing development of major financial policies, periodically review the long-range financial plan and financial statements, and evaluate the implementation of long-range financial policies and plans;

f. Coordinate all ad hoc committees contributing to the master plan.

5. The chair, in conference with the President, is responsible for planning the agenda for meetings and, in consultation with the entire committee, may assign to individual members or groups of members the study of specific topics. When appropriate, ad hoc groups may be formed.

6. The executive secretary, in consultation with the chair, coordinates the collection, collation, and distribution of data for short-term and long-term studies. The secretary also provides continuity for studies in progress when changes in committee membership or chair occur. Appropriate analyses and recommendations from all studies will be presented to the committee for evaluation. All significant recommendations from the University Master Planning Committee are submitted to the University Senate.

7. The committee meets at least once a month during the academic year.

(Procedures)
1. Protocol
   a. The chair develops the agendas and distributes them at least one day in advance of the meetings.
   b. Actions are taken by voice vote, show of hands, or secret ballot. Consensus is the goal on most issues.
   c. Committee workload (average, in clock hours per quarter)
      • Chair: 60 hrs
      • Members: 20 hrs
   d. The Executive Secretary helps to coordinate and collect data.
   e. Sub-committees to study specific assigned topics can be formed about a nucleus of members; non-committee members with special expertise may be invited to advise the sub-committees when deemed prudent.
   f. In consultation with the Vice-President for Academic Administration and the faculty member’s department chair or dean, the chair of University Master Planning Committee may take up to a four (4) credit hour course reduction during the academic year.

2. Communication
   a. Minutes are distributed to all members and to the president's office by the Executive Secretary.
   b. Reports are submitted to the University Senate.
   c. Significant recommendations will be reviewed and directed to the faculty by the President or University Senate.

3. Documentation
   a. A summary of the rationale is included in the statement of each action or recommendation.
   b. A complete file of the minutes is maintained in the president's office, and all minutes and actions are sent to the Central File.
   c. The Executive Secretary provides continuity for studies in progress when changes in committee membership and/or chair occur.

3.2.2. Information Technology Advisory

(Bylaws)

1. The Information Technology Advisory Committee is responsible to the University Senate.

2. The committee consists of: a chair appointed by the University Senate, three members of the teaching faculty elected by the faculty, two staff members from outside of Information Technology elected by the staff, one student selected by ASWWU, and the Director of Information Technology. The Director of Information Technology may invite non-voting resource personnel from Information Technology as needed.

3. To qualify to serve as chair, an individual must:
   a. be a faculty or staff member with a minimum of three years of employment at Walla Walla University.
   b. not be a current employee in Information Technology.
   c. have recognized interest and/or expertise in the use of information technology.

4. The term of membership is three years for faculty and staffand one year for the student member. The term of the chair is two years and may be renewed once for a total term of four consecutive years.
5. The work of the committee is to:
   a. serve as a liaison between Information Technology and all areas of the university stake-holders by:
      i. regularly soliciting university wide feedback regarding Information Technology services.
      ii. reviewing proposed changes to Information Technology policies, procedures, and/or resources that affect technology users and recommend further input when necessary.
      iii. assist with the collection and analysis of input regarding such proposed changes.
      iv. assist in the preparation of an annual report made by the Director of Information Technology to the University Senate.
   b. annually review and, when needed, revise the campus polices for responsible computing in consultation with the University Senate. [Appendix K, Policies For Responsible Computing [168]].
   c. encourage the creative and effective use of information technology throughout the university by:
      i. administering grant applications from faculty and/or staff for information technology projects that could have broad university impact.
      ii. facilitating workshops for faculty, staff, and/or students on topics related to information technology.

6. The chair calls regular meetings at least monthly throughout the academic year. In the absence of the chair, the Director of Information Services calls the meeting.

(Procedures)

1. Protocol
   a. The chair develops and sends agendas to members at least one day in advance of meetings.
   b. Actions are taken by vote or consensus.
   c. Committee workload (average, in clock hours per quarter)
      • Chair: 12 hrs
      • Members: 6 hrs
   d. The committee
      i. Maintains a set of operating principles and procedures for Information Technology. For a statement of policies currently in effect, see Appendix K, Policies For Responsible Computing [168].
      ii. Solicits information from all academic and administrative departments concerning their future information technology needs.
      iii. Establishes Special Interest Groups as ad hoc committees with membership open to all interested information technology users. Each group recommends its own chair subject to the approval of the committee. The committee refers relevant items to the groups, and the groups make recommendations to the committee.
      iv. Works with Information Technology to evaluate student concerns and to bring this information before the committee for discussion.
   e. The chair
      i. Makes assignments to members as needed to carry out the work of the committee
      ii. Invites the chairs of Special Interest Groups to meetings to represent the interests of their groups.
2. Communication
   a. Minutes are recorded by the Director of Information Technology and reviewed by the committee members at the next meeting.
   b. The chair sends minutes to the President, Vice-Presidents, and the Chair of the Faculty.
   c. The chair announces the availability of information technology grants to prospective applicants along with details of the grant application process.
   d. The committee holds open meetings for and/or conducts surveys of information technology stakeholders as needed.
   e. An annual report is given by the Director of Information Technology to the University Senate.

3. Documentation
   a. Minutes include rationale for all actions and recommendations. Recommendations to Information Technology, to the Special Interest Groups, or to other governance bodies also include rationale.
   b. The chair maintains a file of all committee business which should be accessible to committee members. Minutes are sent to the president’s office and the Central File.

### 3.2.3. Honors General Studies

**Bylaws**

1. The Honors General Studies Committee is responsible to the Vice-President for Academic Administration.

2. The committee consists of all faculty members teaching in the honors program; three faculty members elected by the faculty; the humanities chair; and four students selected by the students in the honors program. If possible, the three elected faculty members should be chosen from academic departments other than those already represented by members teaching in the honors program. The chair and a secretary are selected by the committee for four-year terms.

3. The term of membership is four years.

4. The work of the committee is to be responsible for the administration of the Honors Program, including such matters as recruitment, admissions, and curriculum.

5. The committee meets when called by the chair.

**Procedures**

1. Protocol
   a. The chair sets the agenda and circulates it to members several days in advance of each meeting.
   b. Actions are taken by vote.
   c. Committee workloads (average, in clock hours per quarter)
      - Chair:
      - Member:
   d. The chair
      i. Calls meetings at least twice per quarter.
ii. Oversees the following regular quarterly tasks:

- **Fall/Winter**
  Works with university recruiters to publicize the Honors General Studies Program among the academies in the North Pacific Union.

- **Spring**
  Oversees the selection of scholarship winners for Awards Chapel in May; notifies the Accounting Office of those students eligible for tuition grants; notifies the Records Office of those students eligible for the designation "General Studies Honors Graduate" at graduation; reminds teachers to do class evaluations and send copies of results to chair.

- **Summer**
  Chairs a subcommittee to consider applications (late August or early September) and checks with Admissions Office to make sure application forms are sent to qualified students who have been accepted.

iii. Oversees the following regular honors business:

- Review of honors curriculum and courses
- Updating of bulletin copy
- Spending of library funds

e. The secretary

i. Compiles an Honors Mailing List each fall.

ii. Each October, sends out ballots for election of student representatives to the committee.

iii. Each February, distributes scholarship application forms to sophomore, junior, and senior General Studies Honors students.

iv. Sends out announcements of meetings several days in advance


vi. Takes minutes of meetings and distributes them.

2. Communication

a. Copies of the minutes are sent to the Vice-President for Academic Administration and committee members.

b. Curriculum and bulletin changes are sent to the Curriculum Committee.

c. Names of those eligible to graduate with the designation "General Studies Honors Graduate" are sent to the Records Office in May.

d. Names of those eligible for tuition grants are sent to the Accounting Office in May.

3. Documentation

a. A summary of the rationale is included in the minutes in each statement of policy or curriculum change.

b. Minutes are sent to the Central File.

c. The chair and secretary maintain notebooks recording the work of the committee. These notebooks are given to incoming chairs and secretaries.
3.2.4. University Senate

(Bylaws)

1. The University Senate is responsible to the faculty.

2. The University Senate consists of the following members:

   a. **Chair and Vice-Chair**
      The chair is the Chair of the Faculty. The vice-chair is the Associate Chair of the Faculty.

   b. **Faculty**
      The chair/dean of each academic department and the library.

      The chair of Honors.

      Six faculty members, who are not otherwise members of Senate, elected by the faculty-two each from math/
      sciences/engineering, humanities, and professional/technical-to serve three-year terms with rotation and due
      regard for continuity.

   c. **Administrators**
      The President, Vice-Presidents for Academic and Financial Administration, the Dean of Graduate Studies, the
      Assoc. Vice-President for Academic Administration, and the Registrar are ex officio members.

   d. **Students**
      Three student members, elected by ASWWU Senate, serve for one year.

   e. **Staff**
      Two staff members, appointed by Staff Council, serve two year terms with rotation.

   f. **Committee Chairs**
      The chairs of Governance Handbook Committee and the University Master Planning Committee are non-voting
      ex officio members.

   g. **Conflicting Appointment**
      In the event that a chair/dean is also chair or associate chair of the faculty or is a designated committee chair,
      the academic department/school faculty will vote a replacement to serve during the conflicting appointment.

3. The work of the University Senate is to

   a. Originate, review, and recommend policies for the academic program;

   b. Review specific academic matters which are new or which may have a broad effect on academic departments
      and the academic program;

   c. Commission the governance working committees responsible to Senate to develop appropriate policies;

   d. Review and approve specific policy recommendations of the governance working committees responsible to
      Senate;

   e. Accept reports for information purposes from the governance working committees responsible to Senate and
      evaluate any proposed exceptions to policy which the reports contain;

   f. Report to the University Assembly all actions that are intended as recommendations to the President.

   g. Make available to faculty and staff, in a timely manner, agendas, reports of all actions, related discussion, and
      minutes of Senate meetings.
h. Maintain open, two-way communication with the administration; recommend administrative review of policies which are more pervasive than specific academic policies but which affect the academic program; provide reports to, and receive reports from, the administration; participate in a two-way advisory relationship with administration.

i. Senate shall have final authority to approve curriculum changes to existing academic programs of the university. Recommendations to add new degree programs (see Section 3.3.1, "New Academic Programs" [92]) or to delete existing degree programs (see Section 3.3.2, "Termination of Academic Programs" [93]) are subject to review by University Assembly.

4. The duties of Senate administrators are as follows:

   a. The chair is responsible for the overall direction of the Senate and chairs meetings of the Senate. The chair establishes the agenda for senate meetings in coordination with the Vice President for Academic Administration.

   b. The vice-chair is responsible to the chair. He or she chairs meetings of the Senate Executive Committee, organizes and guides the work of the Executive Committee (see below), chairs Senate meetings in the absence of the elected chair, and serves on Nominating Committee.

   c. Time will be designated on each Senate agenda for items brought by the Vice-President for Academic Administration.

   d. The parliamentarian is a faculty member of the Senate, elected by the Senate for a term of one year. The duty of the parliamentarian is to see that the business of the Senate is conducted according to Robert's Rules of Order.

   e. The secretary is a non-member of the Senate, appointed by the chair in consultation with the Executive Committee and the administration.

   f. The Executive Committee consists of the Associate Chair of the Faculty as chair, the Chair of the Faculty and the Vice-President for Academic Administration. The Executive Committee serves as a liaison between the Senate and working committees, maintains and coordinates the flow of information and reports to and from the committees responsible to the Senate, and serves as liaison between the faculty and the administration.

5. Senate Chair Consideration
   
   Faculty members accepting the responsibility of Chair of the Faculty chair will be given consideration in recognition of service. Consideration options are determined by the Vice President for Academic Administration in consultation with Senate Executive Committee (see Appendix Q, University Senate Chair Consideration [196]).

6. Senate meets as listed in the academic calendar, and at other times as called by the chair.

(Procedures)

1. Protocol

   a. The chair develops the agenda and distributes it at least two days in advance of Senate meetings.

   b. Actions are taken by vote.

   c. Committee workload (average, in clock hours per quarter)
      
      • Chair: 180 hrs
      • Vice-Chair: 40 hrs
      • Members: 20 hrs

   The workload for chair of Senate is considered to be 1/3rd of a standard teaching load, or four credits per quarter. The chair may opt to accept a teaching load reduction or any one of several other options (see Appendix Q, University Senate Chair Consideration [196]) and may change the selected option at the beginning of each
quarter by notifying the Vice President for Academic Administration. No consideration is provided for summer quarter.

d. The University Senate

i. Reviews specific academic matters which are new or which may have a broad effect on academic departments and the academic program.

ii. Commissions the Governance working committees responsible to Senate to develop appropriate policies.

iii. Reviews and approves specific policy recommendations of the Governance working committees responsible to Senate.

iv. Accepts reports for information purposes from the governance working committees responsible to Senate and evaluates any proposed exceptions to policy which these reports may contain.

v. Submits recommendations, policies, and reports to the faculty for information; submits major recommendations, new policies, and departures from policies to the faculty for approval.

e. A member who necessarily must be absent should arrange for an alternate from the entity represented. An alternate is considered part of the quorum and is authorized to vote.

f. Prior to faculty actions, all Senate recommendations with pervasive effects on the academic program will be communicated in writing to Administration for review and response. Senate expects that prior to final administrative action, all administrative recommendations with pervasive effects on the academic program will be communicated in writing to the Senate for review and response.

g. Appeals in writing may be made by academic department chairs to the chair of Senate. These appeals concern issues acted on by working committees resulting in decisions deemed by the department chair to be adverse or unfair to the respective department. The appeal process may continue to the faculty if the department chair is not satisfied by the Senate decision. In most matters, the faculty will be the final arbiter.

h. **Policy for visitors to Senate**

   University Senate is a representative body with teaching faculty, administrative, staff, and student members. Faculty members, administrators, staff, and students of the University who wish to visit the senate are welcome, but should make requests of the Senate chair through their senators. To allow for agenda planning, such requests should be made in advance of the meeting. Should alternative arrangements be necessary, visitors, including persons from off campus, must contact the Senate chair.

   • **Invitees** -- The chair of the Senate may invite non-senators to observe or assist the senate in its deliberations.

   • **Visitors** -- Visitors usually attend as observers for informational purposes and do not take part in the proceedings. Those intending to speak at senate should arrange in advance for agenda time. Visitors who wish to make group presentations should provide the senate chair with a list of the people involved. A time limit for presentations will be established in keeping with the other items on the agenda.

i. **Policy of Administrative Evaluations**

   The Director of Human Resources, in consultation with the Chair and Associate Chair of the Faculty, oversees design, content, and implementation of an evaluative survey to measure perceptions of administrator effectiveness. Evaluated administrators are the president, vice presidents, and associate vice presidents. The survey will meet the following criteria:
• The survey:
  • Is administered online at least once every two years
  • Maintains consistent evaluative measures across administrators and time
  • Includes open-ended response options
  • Is brief-10 or fewer questions recommended

• The process:
  • Includes notification to and opportunity for participation of all current faculty and staff
  • Provides sufficient time and opportunity to respond
  • Includes the option for administrators to suggest up to 3 questions of their choosing
  • Maintains anonymity of respondents and privacy of data

The compiled survey results (both numeric and comments) for each administrator shall be accessible only to the President, the Board Chair, and the respective administrator. The compiled results of the President's survey shall be accessible only to the President the Board Chair and the Board Vice-Chair.

The President and the Chair of the Faculty will meet to view and confidentially consider the survey results for all administrators. In special cases, an administrator may request the President to substitute the Associate Chair of the Faculty to fulfill the role of the Chair of the Faculty concerning the viewing and consideration of their survey results.

Permanent records of all administrative surveys are maintained by the President's Office.

j. Procedural Modifications
   Modifications of the Senate Procedures are made by two-thirds (2/3) of the voting members meeting in regularly scheduled session.

2. Communication
   a. Minutes are reviewed by the chair, and provided to and approved by the senators.
   b. The chair maintains contact with administration, serving on President's Cabinet.
   c. The vice-chair serves on Nominating Committee.
   d. The Senate Executive Committee serves as a liaison between Senate and working committees, maintains and coordinates the flow of information and reports to and from the committees responsible to the Senate, and serves as a liaison between the faculty and the administration.
   e. The Senate
      i. Maintains open, two-way communication with the administration.
      ii. Recommends administrative review of policies which are more pervasive than specific academic policies but which affect the academic program.
      iii. Provides reports to, and receives reports from, the administration; serves in a two-way advisory role with the administration.

3. Documentation
   a. Rationale for all actions and recommendations is included in the minutes.
b. Minutes of all regularly and specially scheduled meetings are recorded by the secretary. All minutes are sent to the Central File.

c. The chair keeps a notebook recording the work of the Senate.

3.2.5. Faculty Development

(Bylaws)

1. The Faculty Development Committee is responsible to the faculty.

2. The committee consists of the Vice-President for Academic Administration or designee, and six teaching faculty: A chair and a vice-chair appointed by the Vice-President for Academic Administration, the Chair of the Faculty, and three faculty elected by the faculty. The vice-chair should have research experience. The elected faculty members should represent each of the following three academic areas: humanities, sciences-mathematics-engineering, and professional-technical.

3. The chair-elect, if not already a member of the committee, may sit with the committee on a non-voting basis for one quarter before becoming chair.

4. The vice-chair coordinates applications for faculty grants.

5. The term of membership is three years, beginning with the fall term.

6. The work of the committee is to:
   a. Recommend policies and administer programs to foster professional growth.
   b. Recommend policies regarding faculty research and administer faculty grant applications.
   c. Review sabbatical applications and submit recommendations to the administration.
   d. Oversee the activities of the Faculty Center.
   e. Oversee and recommend changes as needed to the campus Intellectual Property Policy (Section J.2, “Intellectual Property Policy” [158]).

7. The committee meets when called by the chair, at least once each month during the academic year.

(Procedures)

1. Protocol

   a. The chair develops agendas and distributes them at least one day in advance of meetings.

   b. Actions are taken by vote.

   c. Committee workload (average, in clock hours per quarter)
      • Chair: 15 hrs
      • Vice-Chair: 15 hrs
      • Members: 12 hrs

2. Communication

   a. Copies of minutes are sent to the President, chair of University Senate, vice-chair of University Senate, and members at least once per quarter.

   b. The committee solicits ideas, suggestions, and opinions from the teaching faculty and administrators.
3. Documentation

   a. A summary of the rationale is included in the statement of each action or recommendation.

   b. The chair keeps a Chair Notebook recording the work of the committee.

### 3.2.6. Governance Handbook

#### (Bylaws)

1. The Governance Handbook Committee (GHC) is responsible to University Senate.

2. The committee consists of two faculty members elected by the faculty and three faculty members appointed by the Nominating Committee. The faculty appointed by the Nominating Committee should be selected to represent each of the following academic areas: humanities, sciences-mathematics-engineering, and professional-technical, one of whom is appointed to serve as chair. At least three of the members are chosen from among tenured faculty members. The Chair serves as a non-voting, ex officio member of University Senate (see Section 3.2.4, “University Senate” [71]).

3. The term of membership is four years.

4. The work of the committee is to

   a. Process, develop, and revise Governance Handbook items and make recommendations to University Senate;

   b. Interpret the Governance Handbook in consultation with the Administration.

   c. Monitor the University's governance system and

      i. notify individuals or committees of their non-compliance with the Governance Handbook

      ii. report ongoing non-compliance to the University Senate and the President

      iii. review annually each standing governance committee and recommend to University Senate potential changes to the committee structure and/or governance process

      iv. convene a meeting of all committee chairs as needed to help each committee better articulate its interactions with the campus.

      v. maintain the university's Organizational Diagrams [Appendix N, Organizational Diagrams [185]]

#### (Procedures)

1. **Protocol**

   a. The chair develops agendas and distributes them at least one day in advance of committee meetings.

   b. The committee takes action by majority vote.

   c. Committee workload (average clock hours per quarter)

      * Chair: 60 hrs

      * Members: 20 hrs

   d. The GHC conducts an annual review of each standing committee using a Committee Review Form which

      i. encourages the chair of each standing committee to review its bylaws and procedures
ii. solicits recommendations for revisions to those bylaws and procedures as needed.

e. The GHC requests input on potential Governance Handbook changes from appropriate individuals and governance bodies before recommending those changes to the University Senate.

2. Communication

   a. Copies of minutes are sent to the President, Chair of the Faculty, Associate Chair of the Faculty, and committee members.

   b. The chair shares correspondence with committee members.

3. Documentation

   a. Rationale for all actions and recommendations accompanies all documents referred to originating committees or sent on to other governance bodies.

   b. The chair maintains records of the work of the committee.

   c. Minutes are sent to the Central File.

3.2.7. Nominating

(Bylaws)

1. The Nominating Committee is responsible to the faculty.

2. The committee consists of the President or an administrator designated by the President (ex officio), the Vice-Chair of the University Senate (ex officio), and five faculty members elected by the faculty. The chair is chosen by the committee from among the five teaching faculty members for a term of one year.

   To fill vacancies on the Nominating Committee, the University Senate Executive Committee will prepare a ballot of names for election by the faculty.

3. The term of membership is three years. Members may not serve consecutive terms.

4. The general work of the committee is two-fold: 1) to nominate qualified candidates for all elective faculty positions on governance committees, for Faculty Board Observers, and for faculty representation on the Student Senate, and 2) to supervise elections, with the majority of ballots cast necessary for election. To accomplish this work, the Nominating Committee will:

   a. Review potential candidates with the pertinent committee chairs.

   b. Encourage balanced representation from varying faculty viewpoints, reasonable rotations of committee memberships, and broad participation by individual faculty members in academic governance.

   c. Present nominations for positions for the next academic year no later than 3 weeks before graduation. Other vacancies are filled as they occur.

   d. Send notice of open ballots to all faculty members and allow at least three business days for returns.

   e. Provide secret ballots for each election or nominating committee appointment. For each election, ballots will contain two nominations and space for write-in votes. No position shall be filled by the Nominating Committee without at least an accept/refer ballot. If, after due diligence, the Nominating Committee cannot meet these requirements, the chair of the committee may request a one-time exception, which must be approved by a two-thirds majority of the University Senate.
f. Oversee the process outlined in the Section 3.2.4, “University Senate” [71] for the elections of faculty-at-large senators, the chair, and the vice-chair.

g. Prepare a ballot in the case of an unexpired committee vacancy. In consultation with the candidates and with the chair of the governance committee involved, the Nominating Committee will select persons who will complete the term and, for the sake of continuity, may serve on the next complete term.

h. Approve substitutes, in consultation with the committee chair, to fill temporary vacancies of one quarter or less.

i. Follow the procedures noted below in the case of tie votes:

1. When two nominees tie for a position, the Nominating Committee members vote to break the tie.

2. When more than two nominees tie for a position, the Nominating Committee submits another ballot to the faculty, listing only the nominees who tied.

5. The committee meets when called by the chair.

(Procedures)

1. Protocol

   a. Chair develops agendas and distributes them in advance of meetings. Governance committee vacancies are given priority on agendas.

   b. Actions are taken by vote or consensus.

   c. Committee workloads (average, in clock hours per quarter)

      • Chair: 30 hours

      • Members: 15 hours

   d. The Walla Walla University Governance Handbook provides the rules for nominations, elections, and appointments. It specifies which positions are filled by appointment and which by election, and it denotes the cases in which it is required that persons come from certain areas.

   e. Nominations for the following year are to be presented as required by deadlines specified in the Governance Handbook. Other vacancies are filled as they occur.

   f. All elections are by secret ballot.

   g. Notice of open ballots are sent to eligible voters, including those on satellite campuses, at least three business days in advance of election deadlines. Ballots for elective offices have at least two candidates and space for a write-in, while those for appointments are filled on an accept/refer basis.

   Each ballot includes:

   • Voting instructions and deadline

   • Names of Nominating Committee members

   • Handbook requirements for selections of candidates

   • Length of term and date of completion

   • Names and departments of continuing members
• Names and departments of candidates

h. In filling a vacancy occurring in an unfinished term, the Nominating Committee may, in consultation with the chair of the committee in question, ask the candidate to complete the current term and serve through the next complete term. In such a case the ballot will so state.

i. Members vote to break a tie between two candidates on a ballot. If there is a tie between more than two candidates, a new ballot is submitted to the faculty listing only the nominees who tied.

j. Votes are tabulated automatically using the online voting system. The results are submitted to the chair for presentation, review, and approval by the Nominating Committee.

k. Committee positions designated as "elected" require two names on the ballot. Positions designated as "appointed" require an accept/refer ballot of faculty.

2. Communication

a. Minutes are distributed and reviewed at committee meetings.

b. The chair:
   • Informs all candidates personally of the election results and sends the results of each election to all faculty members within a week after the election.
   • Seeks guidelines and suggestions from the chairs of committees for which members are chosen.
   • Supplies the President with a list of appointments he or she must make for the following year.

3. Documentation

a. As appropriate, rationale for specific positions will appear on the ballot and in the minutes, particularly in cases where exceptions to the bylaws occur. In addition to adhering to the criteria listed in the bylaws, rationale such as the following may be used in choosing candidates:
   i. balance in gender and discipline
   ii. number of committee assignments
   iii. level of interest
   iv. recency of university employment

b. Minutes, agendas, sample ballots, and election results are sent to the Central File.

3.2.8. Pre-Professional Evaluation

(Bylaws)

1. The Preprofessional Evaluation Committee is responsible to the faculty.

2. The committee consists of the Assoc. Vice-President for Academic Administration, chair; the Vice-President for Student Life; the Dean of Men; the Dean of Women; the Chairs of the Departments of Biology, Chemistry, and Physics or their designees; and the advisors for dentistry and medicine. Prior to each meeting, the pre-professional adviser(s) of the student(s) being considered will be invited as (a) voting member(s).

3. The work of the committee is to evaluate and recommend students for admission to professional schools.

4. The committee meets when called by the chair.
(Procedures)

1. Protocol

   a. The chair develops agendas and distributes them at least one day in advance of each meeting.

   b. The committee takes action by majority vote or consensus.

   c. Committee workload (average, in clock hours per quarter)
      • Chair: 20 hrs
      • Members: 8-10 hrs

   d. The committee
      i. Gathers information about pre-professional candidates from the permanent academic record, professional school admissions test results, academic adviser, teachers, and Student Life personnel.
      ii. Evaluates candidates and reports results on forms prepared and/or approved by the appropriate professional school.
      iii. Receives written application for recommendation for medical, dental, and paramedical pre-professional schools.
      iv. Makes recommendation to the professional school(s) as requested by candidates. A fee is assessed for candidates requesting more than five recommendations.

   e. The secretary for the Assoc. Vice-President for Academic Administration serves as secretary of the committee.

2. Communication

   a. Because of confidentiality, minutes are not circulated but are available to the committee members in the Assoc. Vice-President for Academic Administration's office.

   b. The chair maintains liaison with the appropriate admissions offices of universities and professional schools of interest to students.

3. Documentation

   a. Rationale for each student evaluation is included in the evaluation.

   b. Minutes are kept in the office of the Assoc. Vice-President for Academic Administration.

3.2.9. Faculty Representatives on ASWWU Senate

(Bylaws)

1. Faculty representatives serve as ASWWU senators representing the faculty district and are responsible to the faculty.

2. The number of faculty representatives (currently two) is determined by ASWWU constitution. The faculty elects one of these representatives from a slate submitted by the Nominating Committee prepared in consultation with ASWWU Senate. The other representative is appointed by the Nominating Committee.

3. The term of membership is one year.
3.2.10. Board Observers

(Bylaws)

1. Faculty Board Observers are responsible for reporting to the faculty matters of interest and significance from the Walla Walla University Board of Trustees meetings, excluding executive meetings.

2. The term of membership is two years, membership will be staggered.

(Procedures)

1. Protocol
   a. The observers attend all Walla Walla University Board of Trustees meetings, excluding executive sessions.

2. Communication
   a. Faculty Board Observers will be given a copy of the agenda, materials and minutes from board meetings.
   b. Faculty Board Observers will present a report of findings following each board meeting.

3.2.11. University Remuneration

(Bylaws)

1. The University Remuneration Committee is responsible to the University Assembly.

2. The committee consists of: the Director of Human Resources (chair); three faculty appointed by the nominating committee, with at least one full professor and one associate or assistant professor and one from each of the three academic areas: humanities, sciences-mathematics-engineering, and professional-technical; and three staff appointed by staff council, with at least one salaried staff and one hourly staff.

3. The term of membership is three years, and members' terms should overlap to provide continuity. Faculty and staff should be selected with due regard for diversity, campus representation, and for the sensitive nature of the committee's work.

4. The work of the committee is to:
   a. serve as a focus group for administration when considering changes to employee wages, benefits, or other remuneration.
   b. serve as a liaison between WWU employees and Human Resources on matters of remuneration, reviewing employee suggestions regarding remuneration on a regular basis.
   c. assist in preparing a quinquennial written and oral remuneration report for the University Assembly and other governing bodies.

(Procedures)

1. Protocol
   a. The committee meets when called by the chair, typically at least once per quarter.
   b. The agendas are developed by the committee chair.
   c. Actions are taken by committee consensus or majority vote.

2. Communication
a. Minutes are recorded by a designated committee member.

b. Copies of minutes are sent to the Vice-President for Financial Administration, Chair of the Faculty Chair of Staff Counsel, and committee members.

c. A written version of the quinquennial compensation report will be sent to the Central file.

3. Documentation

a. The chair is responsible for maintaining documentation of the work of the committee.

3.2.12. Admissions

(Bylaws)

1. The Admissions Committee is responsible to the University Senate.

2. The committee consists of the Director of Admissions, chair; one teaching faculty member appointed by the President; and one teaching faculty elected by the faculty.

3. The committee also consists of the following ex officio members or their designees: the Vice-President for University Relations and Advancement, the Vice-President for Academic Administration; the Vice-President for Student Life and Mission; the Director of Student Financial Services; the Director of Residential Life and Housing; the Associate Resident Hall Deans (housing); the Registrar; and the Director of Academic Advisement.

4. The term of membership is two years.

5. The work of the committee is to select from the applicants those who meet the admission standards of the University and to make recommendations regarding admission standards and practices.

6. The committee meets when called by the chair.

(Procedures)

1. Protocol

a. Agendas are developed by the Director of Admissions and are distributed when the committee meets.

b. Actions are taken by vote, but occasionally by consensus.

c. Committee workload (average, in clock hours per quarter)
   • Members: 10 hrs

d. Although the committee works as a group, occasionally the chair makes assignments to individual members or forms sub-committees.

e. The chair corresponds with applicants informing them of the Admissions Committee's decisions.

2. Communication

a. Copies of minutes are sent to Admissions Committee members

b. The chair maintains open communication by soliciting information from University Senate, the Administration, and the faculty. When exceptions to policies are made, students are normally informed in writing of the rationale for the exceptions.
c. Copies of academic credentials such as transcripts, test scores, recommendations, and applications are shared with members for evaluation. To preserve confidentiality, all materials are collected at the close of each meeting and destroyed.

d. Decisions are communicated by letter to students within two days of committee action.

3. Documentation

a. Rationale for decisions is incorporated into the minutes and letters sent to students.

b. Minutes are kept on file in the office of the Director of Admissions. Student files are confidential but may be made available to committee members, academic administrators, and advisers.

c. Copies of all letters are kept in committee records.

d. Enrolled student files are kept in the Records office.

e. Non-enrolled student files are kept in the office of the Director of Admissions.

3.2.13. Academic Standards

(Bylaws)

1. The Academic Standards Committee is responsible to the University Senate.

2. The committee consists of the Vice-President for Academic Administration or the vice-president's designee, chair; the Registrar or designee; Director of Academic Advisement; and three teaching faculty, one from each of the following academic areas: humanities, sciences-mathematics-engineering, and professional-technical, elected by the faculty.

3. The term of membership is five years.

4. The work of the committee is to

   a. Review and recommend changes in academic policies and standards;

   b. Advise the Vice-President for Academic Administration on the administration of academic policies;

   c. Consider and act on student petitions in such academic matters as exceptions to published academic rules, advanced credit by examination, application of credits by transfer or earned by correspondence toward graduation, academic probation, out-of-schedule examination requests, irregular class entrance, and withdrawals.

5. The committee meets when called by the chair, usually once a week.

(Procedures)

1. Protocol

   a. The chair develops the agenda in consultation with the Associate Vice-President of Academic Administration and the secretary of the committee.

   b. Actions are taken by vote.

   c. Committee workload (average, in clock hours per quarter)
      
      • Chair: 40 hrs
      • Members: 20 hrs

   d. The committee
i. Considers only petitions for which the students secure the signatures of their advisers and the recommendations of the appropriate departments.

ii. Acts upon petitions within one week except during vacation periods.

iii. Reviews overloads and out-of-schedule exams in the following manner: routine cases are handled by the Associate Vice-President of Academic Administration based on guidelines set by the committee; exceptional cases are decided in consultation with the chair and the secretary of the committee.

iv. Recommends changes in academic policy to the Curriculum Committee and the University Senate.

v. Processes routinely, by means of a subcommittee consisting of the Assoc. Vice-President for Academic Administration, the secretary of the committee, and the chair, cases in which clear policies or precedents are established.

vi. Acts in full committee on all appeals to denied petitions; appeals must be based on additional evidence.

2. Communication
   a. Copies of the minutes are kept by the chair and secretary of the committee and sent to members.
   b. Under the direction of the chair, the secretary communicates actions on petitions within two days following committee action.
   c. The chair communicates policy recommendations to other committees.
   d. The Associate Vice-President of Academic Administration, the secretary of the committee, or the chair communicates with the student or faculty members in order to clarify a petition.
   e. Confidentiality on student records is maintained, consistent with current legal requirements.
   f. A summary of actions is sent to Curriculum Committee once a quarter.

3. Documentation
   a. Rationale for actions is based on policies voted by the faculty, on precedent, and on the merits of the individual case and is recorded in the minutes. Ambiguity in policy statements and improper advisement will be taken into consideration.
   b. A permanent file of actions is kept by the committee and sent to the Central File. Petitions and related documents are kept in the Records Office.

### 3.2.14. Curriculum

(Bylaws)

1. The Curriculum Committee is responsible to the University Senate.

2. The committee consists of the Vice-President for Academic Administration, chair; one faculty member appointed by the Vice-President for Academic Administration; the Registrar or designee to serve as secretary; and four members of the teaching faculty elected by the faculty, one from each of the following academic areas: humanities, sciences-mathematics-engineering, and professional-technical; and one professor from a summer-heavy discipline.

3. The term of membership is five years.

4. The work of the committee is to
   a. Study the academic program in general and recommend to the faculty specific plans for improvement;
b. Consider and recommend bulletin and curriculum changes and changes in degree requirements.

5. The committee meets when called by the chair, usually once a week.

(Procedures)

1. Protocol
   a. The chair and secretary develop the agenda and distribute it to members. Significant items must be available to the committee members before the day they are voted.
   b. Actions are taken by vote, usually through voice or hand vote unless a secret ballot is called for by a member.
   c. Committee workload (average, in clock hours per quarter)
      • Chair: 40 hrs
      • Members:
   d. Supporting materials for agenda items are kept in notebooks for each committee member.
   e. All material submitted from departments for consideration must be written on the appropriate forms, which may be obtained in the office of the Vice-President for Academic Administration.
   f. Department chairs may request to present materials orally to the committee but only after the materials have been received in the appropriate written form. The committee may ask questions of a chair, but the chair may not remain for the discussion and vote.

2. Communication
   a. Minutes, including bulletin material and policy recommendations, are sent to the Chair of University Senate and committee members.

3. Documentation
   a. Currently, because of the volume and nature of the material considered, rationale is not generally recorded with actions.
   b. Minutes are sent to the Central File.

3.2.15. Graduate Council

(Bylaws)

1. The Graduate Council is responsible to the University Senate.

2. The committee consists of the Dean of Graduate Studies, chair; the Registrar or designee; the chairs of departments offering graduate degrees; an additional representative from each of these departments (the departmental director of the graduate program, if one has been designated); and two faculty members from departments not offering graduate degrees, appointed by the Nominating Committee in consultation with the Graduate Dean.

3. The term of membership is two years.

4. The work of the committee is to
   a. Review and recommend to the University Senate major changes in academic policy pertaining to the graduate program, including proposed new graduate programs
   b. Regularly review graduate admissions criteria and recommend any necessary changes
c. Consider and act on graduate student petitions in such academic matters as exceptions to published academic rules, admissions appeals, graduate courses to be taken for undergraduate credit, graduate courses to be taken for graduate credit by undergraduate students, application of transfer credits toward graduation, commencement participation, irregular class entrance, and withdrawals.

d. Oversee publication of a graduate studies bulletin.

e. Maintain the university's Ethics in Research Policy and, in consultation with University Senate, revise policies in accordance with accepted standards of ethics in research [Appendix M, Ethics In Research Policy [182]]

(Procedures)

1. Protocol
   a. The chair develops the agenda in consultation with members and distributes it prior to meetings.
   b. Actions are taken by majority vote.
   c. Committee workload (average clock hours per quarter)
      • Chair: 50 hrs
      • Members: 15 hrs

2. Communication
   a. Minutes are distributed to the Vice-President for Academic Administration and committee members.
   b. Admissions criteria and other academic policies pertaining to the graduate program are made publically available.
   c. Actions of the committee related to student petitions are communicated, in writing, to the student and his or her department chair by the Graduate Dean.

3. Documentation
   a. Rationale for all actions and recommendations shall be included in the minutes.
   b. Minutes are maintained in the office of the Dean of Graduate Studies and made available in the Central File.

3.2.16. Library

(Bylaws)

1. The Library Committee is responsible to the University Senate.

2. The committee consists of the Director of Libraries; one librarian appointed by the Nominating Committee; three members of the teaching faculty elected by the faculty; two members of the teaching faculty appointed by the President; one member of the teaching faculty appointed by the Nominating Committee, and two students selected by ASWWU Senate. The composite membership of the committee represents the diverse academic areas of the University. The chair is selected by its members from the teaching faculty members.

3. The term of membership is three years.

4. The work of the committee is to
   a. Aid in the development of the budget requests for books and periodicals and the presentation of the budget to the administration;
b. Recommend allocation of budgeted money to academic departments for library purchases;

c. Advise in both the operation and growth of the library.

5. The committee meets when called by the chair.

(Procedures)

1. Protocol

   a. Agendas are prepared and distributed by the chair. Committee members may suggest items for consideration.

   b. Actions are taken by majority vote.

   c. Committee workload (average, in clock hours per quarter)
      • Chair: 20-25 hrs
      • Members: 8 hrs

   d. Minutes are kept by a secretary elected from among committee members.

   e. Guests will be invited to bring concerns and/or proposed documents before the committee to respond to documents already before the committee.

   f. The chair makes assignments to individuals or forms sub-committees as needed

2. Communication

   a. The chair sends copies of minutes to the chair of University Senate and to members.

   b. The chair shares correspondence directed to the committee.

3. Documentation

   a. Every action taken by the committee will be supported by documented rationale.

   b. The chair keeps a permanent record of the committee's work and transfers it to the incoming chair. Minutes are sent to the Central File.

   c. Members keep notebooks containing the work of the committee. Outgoing members transfer notebooks to the committee chair, who distributes them to incoming members.

3.2.17. Rank And Tenure

(Bylaws)

1. The Rank and Tenure Committee is responsible to the University Senate.

2. The committee consists of six teaching faculty members, five elected by the faculty and one appointed by the President. The Vice-President for Academic Administration is a non-voting member. The committee members are chosen from each of the ranks of assistant, associate, and full professor, with two full professors serving at all times. The members from the latter two ranks are tenured. Two faculty should be selected from each of the following academic areas: humanities, sciences-mathematics-engineering, and professional-technical. A quorum shall consist of five voting members.

   The committee elects the chair for a one-year term, which may be repeated. The chair must be a tenured associate or full professor with at least two years of experience on the committee.
A substitute for a member of the committee may be found in the case of a potential conflict of interest. In consultation with the committee, the chair chooses the substitute from persons with the same rank and prior experience on the committee. An associate professor may substitute for an assistant professor, if needed.

3. The term of membership is four years. Subsequent but not consecutive terms may be served.

4. The work of the committee is to

   a. Consider, on the basis of guidelines set forth in the *Governance Handbook*, the qualifications of faculty members eligible for advancement in rank or tenure status. The committee then makes appropriate confidential recommendations to the administration, which then submits these recommendations to the board. The committee is expected to work for fair, uniform, and objective consideration of advancement in all departments and for high standards of teaching ability, spiritual leadership, and scholarly attainment among those retained and advanced;

   b. Consider, on the basis of guidelines set forth in the *Governance Handbook*, the qualifications of newly-appointed faculty members in order to assist the administration and the board in the assigning of academic rank and tenure;

   c. Consider, on the basis of guidelines set forth in the *Governance Handbook*, the qualifications of candidates for honorary degrees to be conferred at commencement exercises. The committee makes appropriate recommendations to University Assembly before final approval by the board;

   d. Consider, on the basis of guidelines set forth in the *Governance Handbook*, the qualifications of candidates for emeritus standing. The committee makes appropriate, confidential recommendations to the administration, which then submits recommendations to the board for ratification.

5. The committee meets weekly or as called by the chair.

(Procedures)

1. Protocol

   a. The chair develops the agenda in consultation with the committee members and the Academic Administration office. It is either announced in the previous meeting, posted in the members' notebooks at least one day prior to the meeting, or, when necessary, established as the meeting begins.

   b. Actions are taken by majority vote with all members (or substitutes) present. The chair votes only in the case of a tie.

   c. Committee workload (average, in clock hours per quarter)
      
      • Chair: 25 hrs
      • Members: 15 hrs

   d. A substitute must be found if the faculty member to be reviewed is a member of the committee. Also, a substitute must be found if the person to be considered is from the same department as, is related to, or has a relationship with a committee member which would present a conflict of interest for that member.

   e. Only complete dossiers will be considered

   f. Notebooks containing dossier materials are prepared by the Academic Administration office for each member. These notebooks are kept in the Academic Administration office and are not to be taken from there under any circumstance.

   g. Reviews of candidates' dossiers for rank and tenure are conducted in the autumn quarter, with all committee recommendations being completed no later than two weeks prior to the Winter meeting of the Board of Trustees.
h. Reviews of tenured faculty dossiers are conducted in the winter and spring quarters with all recommendations being completed no later than two weeks prior to the Spring meeting of the Board of Trustees.

i. The Vice-President for Academic Administration, acting as an ex officio member, records specific observations of the committee as each person is reviewed. These observations are retained by the vice-president and shared with the committee as requested by the chair and/or committee members.

j. All actions, as recorded in the minutes, and observations, as noted by the Vice-President for Academic Administration, are reviewed by the committee, preferably just prior to the forwarding of all recommendations to administration.

k. The chair for the following school year is elected in February. If a new chair is chosen, the present and new chairs consult with each other and the committee concerning decisions which affect the next year.

l. Committee materials, including notification letters, forms and checklists, dossier guidelines, and Handbook copy are reviewed and revised annually in February. The program for student evaluation of faculty is also reviewed annually by this committee.

m. The chair and chair-elect, in consultation with the Academic Administration office, develop a list of faculty members eligible to apply for advancement in rank or required to provide materials for tenure review. Persons on the list must be notified by the end of winter quarter. A copy of this list is placed in each committee member's notebook.

n. Newly elected members of the committee begin serving at the beginning of the academic year. Rank and tenure decisions during the summer are made by the previous year's committee, chaired by either the chair or chair-elect.

o. Walla Walla University confers honorary degrees to recognize persons who have exemplified, in an outstanding way, the mission for which this school is recognized and to which it is dedicated. Honorary degrees are not given routinely. This honor reflects upon the university. A candidate may be suggested by a faculty, administrator, or a member of the WWU Board. When a nomination is made, the Rank and Tenure Committee names an ad-hoc committee consisting of the President and four faculty members. The ad-hoc committee presents a recommendation to the Rank and Tenure Committee with supporting documentation. The Rank and Tenure Committee reviews and recommends the nomination to University Assembly. All nominations for honorary degrees must be reviewed and recommended by University Assembly before final approval by the WWU Board.

2. Communication

a. The secretary, in consultation with the chair, prepares and submits the minutes to the office of Academic Administration. There they are typed, placed in committee members' notebooks, coded by year and sequence, and, as the year ends, cross-referenced by name for easy access.

b. The chair reviews for accuracy all summary letters of conferences between the Vice-President for Academic Administration and faculty members. After verification, the chair returns them to the vice-president.

3. Documentation

a. Decisions and recommendations of the committee must be in writing and must include rationale.

b. Original copies of the minutes are retained in the Academic Administration office for ten years and then placed in the Central File.

c. Copies of the minutes of all committee actions are retained in committee members' notebooks during the year.

d. The original copies of the faculty members' complete dossiers are placed in their permanent files, along with summary letters of related conferences and any responses. Peer evaluation forms which have been given in
confidence with the consent of the faculty members must be placed in an envelope marked "Confidential" and removed if the faculty members request to see their files. These materials can be used in subsequent reviews, at the discretion of the Vice-President for Academic Administration and/or the Rank and Tenure committee.

e. A working handbook is maintained by the committee chair. It provides a specific calendar of deadlines for the year, each committee member's position and term of service, present Handbook copy on Rank and Tenure bylaws and procedures, summaries of precedents and variances from normal policy and procedure, samples of all Rank and Tenure materials, and copies of all materials and guidelines presently used in the student evaluation of teaching program.

3.2.18. Secondary Education Advisory

(Bylaws)

1. The Secondary Education Advisory is responsible to the University Senate.

2. The Secondary Education Advisory consists of all instructors of departmental courses in secondary method (i.e., 395's); all chairs of departments offering secondary certification options; the secondary certification adviser, student teaching placement coordinator, and chair of the School of Education and Psychology; and the Vice-President for Academic Administration. Meetings are open to other interested faculty who have special interest in the secondary certification program.

The advisory is co-chaired by a secondary methods teacher elected by the council and the secondary certification adviser from the School of Education and Psychology. The education school dean shall serve as executive secretary of the advisory, and a recording secretary shall be elected by the council.

3. The term of membership is by virtue of involvement in the secondary certification program, as delineated above in section 2, paragraph 1.

4. The Secondary Education Advisory is designed to facilitate communication between the School of Education and Psychology and other departments preparing secondary teachers in the content areas. In particular, the advisory

   a. Keeps departments informed of developments in professional standards and practice.

   b. Reviews, in a timely manner, proposals and mandates from the state legislature, Office of the Superintendent of Public Instruction, and State Board of Education, offering suggestions for institutional and school response.

   c. Makes and/or reviews proposed curriculum changes designed to strengthen secondary certification programs and maintains communication with the Professional Education Advisory board regarding such matters.

   d. Seeks to enhance communication between instructors in secondary methods courses, both school and general, and better articulate curricula and instructional endeavors.

   e. Considers advisement issues/processes and proposes effective remedies where needed.

5. The Secondary Education Advisory meets at least twice during the academic year, with additional sessions called as requested or needed in the judgment of the co-chairs. Agendas and supporting materials are determined by the co-chairs and executive secretary in response to requests from members and national, state, or institutional developments related to secondary teacher training and certification. Agendas are typically distributed one week prior to a scheduled meeting.

(Procedures)

1. Protocol

   a. Agendas are developed by the co-chairs and executive secretary.

   b. Actions are taken by the Secondary Education Advisory in session.
2. Communication
   a. Minutes are produced by a recording secretary elected by the committee.
   b. Minutes are sent to all members of the committee
   c. Supplementary materials are distributed to all members as recommended by the committee and/or co-chairs.

3. Documentation
   a. Recommendations from the committee are recorded in the minutes. The co-chairs and/or executive secretary report(s) to the committee the disposition of all recommendations.
   b. Original copies of the minutes and committee correspondence are retained in the School of Education and Psychology Office for five years.
   c. Recommendations from the committee are communicated to the School of Education and Psychology faculty, Professional Education Advisory Board, and/or other appropriate entities as required

3.2.19. General Studies

(Bylaws)

1. The committee is responsible to the University Senate.

2. The committee consists of four faculty members elected by faculty, the Vice-President or Associate Vice-President for Academic Administration, and the Registrar or designee. At least one faculty member should be elected from each of the following academic areas: humanities, sciences-mathematics-engineering, and professional-technical. Faculty members should be selected to favor broad academic representation and involvement in general studies courses. The chair of the General Studies Committee is selected by its members from members with at least two years of experience on the committee.

3. The term of membership is five years. The term of membership should overlap to provide continuity. The term of the chair is two years.

4. The work of the committee is to
   a. Conduct periodic reviews of the overall effectiveness of the General Studies Program as revealed by surveys, test data, course justifications, and course syllabi and their relationship to program objectives. See Procedures below for details.
   c. Develop recommendations and submit proposals for changes in general studies objectives and courses. Develop proposals for new courses to better provide a quality General Studies Program.
      i. Act on all proposals for adding or deleting courses in the General Studies Program.
      ii. Maintain communication with the Curriculum Committee.

5. The committee meetings are called by the chairperson.

(Procedures)

1. Protocol
   a. The agendas are developed by the committee chairperson
b. Actions are taken by committee consensus or majority vote.

c. Committee workload (average in clock hours per quarter)
   • Chair: 60 hrs
   • Members: 15 hrs

d. **Review procedures**
   The work of the committee will proceed in a five-year cycle. All courses in the general studies program will be assessed during the first four years to determine how well they support the objectives of the general studies program. Courses added to the General Studies Program will have their first assessment two years after their introduction to the program.

   i. Program objectives will be reviewed during the fifth year to see how well they support the mission of the university.

   ii. The overall general studies program will be reviewed during each five-year cycle.

e. **Compilation of materials and information**
   During the fifth year of the five-year review cycle, the committee will summarize course and objective reviews in a written report that can be used to justify recommended changes in the program.

2. Communication

   a. Minutes are recorded by a designated committee member.

   b. Copies of minutes are sent to Curriculum Committee chair and Central File.

   c. A copy of the summary report is sent to the Curriculum Committee chair.

   d. Copies of all recommendations relating to curriculum matters are sent to the Curriculum Committee

3. Documentation

   a. Rationale for actions are recorded in the committee minutes.

   b. Chair documents filed by:

3.3. **Programs**

3.3.1. **New Academic Programs**

(Chart)

New majors, minors, degrees, and departments or schools, hereafter referred to as academic programs, may be initiated by the recommendation of existing departments or schools or by the recommendation of the Vice President for Academic Administration.

New academic programs will be reviewed by the following governance bodies in this order prior to implementation:

1. **University Master Planning Committee (UMPC)**
   Review the proposal considering the:

   a. University mission

   b. Academic strategic plan,
c. Data showing market trends,

d. Institutional research data relevant to the program,

e. University resources (both physical and budgetary),

f. Overall demands of the program as compared to its contribution.

2. **Curriculum Committee**
   Review the proposed curriculum, comparing with similar programs in higher education, and working within parameters, if any, set by the UMPC.

3. **University Senate**
   Review and approve the proposal, understand and approve the curriculum, and comment on the program as appropriate.

4. **University Assembly**
   Review the proposal, ask questions and provide feedback. Without a two-thirds vote to veto, the recommendation goes to the President.

5. **WWU Board of Trustees**
   Review the proposal in broad terms, understand its relationship to the mission of the institution, and ratify the program.

Data gathered, including evaluative methods, documents and recommendations of each committee shall be provided to subsequent committees in the process. Changes, other than editorial changes, during the approval process are to be reported by the committee chair to the chair(s) of the previous committee(s) who may call for reconsideration of the new program.

### 3.3.2. Termination of Academic Programs

(Chart)

Recommendations to terminate an academic program (major, minor, degree, department, or school) may be initiated by the host department for the program or by the Vice President for Academic Administration.

The termination of academic programs will be approved by the following governance bodies in this order prior to implementation:

1. **Vice-President for Academic Administration, chair or dean, and affected faculty**
   Consultation relating to the termination of an academic program. Meetings will be documented with official minutes given to the affected department/school.

2. **University Master Planning Committee (UMPC)**
   Review the proposal considering the:

   a. University mission

   b. Academic strategic plan,

   c. University resources (both physical and budgetary),

   d. Overall demands of the program as compared to its contribution.

3. **Curriculum Committee**
   Review the impact of the program termination on curriculum, including other departments, and comparing with similar programs in higher education, and working within parameters, if any, set by the UMPC.
4. **University Senate**  
   Review and approve as appropriate.

5. **University Assembly**  
   Review the proposal, ask questions and provide feedback. Without a two-thirds vote to veto, the recommendation goes to the President.

6. **WWU Board of Trustees**  
   Review the proposal in broad terms, understand its relationship to the mission of the institution, and ratify the termination of the program.

Data gathered, including evaluative methods, documents and recommendations of each committee shall be provided to subsequent committees in the process.

Recommendations to terminate academic programs that involve the termination of tenured and tenure-track faculty members are subject to established policies and processes (See Section 3.1.5.9.1, “Reason for Termination” [56]).
Part 4: Staff

4.1. Personnel

4.1.1. Directors

(Charter)
Directors are delegated responsibility for the functioning of administrative support offices. Directors report to one of the chief officers of the University.

4.1.1.1. Summer Session

(Bylaws)
1. The Summer Session Director is responsible to the Vice-President for Academic Administration
2. The director organizes and coordinates the summer school program and chairs the Summer Session Committee.

(Procedures)
1. Prepares the summer session including special programs, summer bulletin, and the summer recreation program.
2. Manages the summer salary teaching budget and assists the Vice-President for Academic Administration in managing the salary pool.
3. Reviews and prepares reports of the summer session.

4.1.1.2. Registrar

(Bylaws)
1. The Registrar is responsible to the Vice-President for Academic Administration.
2. The Registrar is responsible for
   a. Administering the Records Office
   b. Managing all student academic records
   c. Maintaining campus policy relating to the privacy of student academic records [Section P.1, “Family Education Rights and Privacy Act (FERPA)” [191]] and, in consultation with the Vice-President for Academic Administration, revising policies in accordance with state and federal law
   d. Serving on the University Senate, Graduate Council, Financial Aid and Scholarship, and Curriculum committees.
3. The Registrar supervises the Associate Registrar
   a. The Associate Registrar is responsible to the Registrar.
   b. The Associate Registrar assists the Registrar by overseeing transfer, graduate, and international degree programs and serves as liaison with the Portland campus and the following committees: Academic Standards, Graduate Council, Admissions, and Financial Aid and Scholarship.
4. The Registrar supervises the Assistant Registrar
a. The Assistant Registrar is responsible to the Registrar.

b. The Assistant Registrar assists the Registrar in advising students and maintains and manages student records.

(Procedures)

1. Sets policies and procedures related to the following:
   • Registration, add/drop, withdrawal
   • Grade Reporting
   • Preparation and distribution of student academic records
   • Preparation of academic records information management system (RIM)
   • Storage and security for academic records
2. Compiles and distributes enrollment statistics to the administration.
3. Produces and distributes class and grade rosters to the faculty.
4. Receives, processes, and reports grades for student academic records.
5. Processes tuition and fee charges for student accounts.
6. Administers on-going development of a computerized records management system.
7. Handles appeals related to tuition and fee charges on student accounts.
8. Processes academic data for determining probation and honor students.
9. Advises the Vice-President for Academic Administration on all matters relating to the Records Office.
10. Supervises the Associate Registrar.
11. The Associate Registrar
    a. Evaluates transfer transcripts.
    b. Carries out degree audits for graduate students and approves all graduate programs.
    c. Serves as international and veteran students' adviser.
    d. Coordinates ACA extension programs as follows:
       • Reviews applications and admission to programs
       • Transfers credit
       • Audits degrees
    e. Interprets and clarifies academic policies and procedures for
    f. Certifies student enrollment
    g. Serves as Portland campus liaison.
    h. Maintains liaison with the following committees:
• Academic Standards
• Curriculum
• Graduate Council
• Admissions
• Financial Aid and Scholarship

i. Supervises the Assistant Registrar.

12. The Assistant Registrar

a. Advises students as follows:
   • Re-evaluates degree changes
   • Approves senior applications for degrees

b. Makes check sheets as follows:
   • Keeps them updated
   • Fills check sheet requests
   • Implements curriculum changes into students' academic programs

c. Helps maintain students' permanent records as follows:
   • Records degrees
   • Handles transfer credits

d. Determines class standing.

e. Issues and mails diplomas.

f. Checks transcripts and records information on the appropriate record.

g. Provides answers and makes decisions regarding academic situations.

h. Figures grade-point averages as needed.

i. Supplies and records information on academic progress on student financial aid forms.

4.1.1.3. Academic Advisement

(Bylaws)

1. The Director of Academic Advisement is responsible to the Assoc. Vice-President for Academic Administration.

2. The director organizes and coordinates the advisement program and services for students and faculty advisers, coordinates new student orientation, and serves on the Admissions Committee.

(Procedures)

1. Encourages a strong advisement program that effectively assists students in meeting their career and educational goals.
2. Provides advisement materials to the advisers

3. Monitors the academic progress of the students and provides assistance to those who experience academic difficulty.

4. Arranges for changes in adviser or advisee assignments.

5. Coordinates new student orientation with assistance from the Admissions Office, Student Life, and interested faculty members.

### 4.1.1.4. Teaching Learning Center

(Bylaws)

1. The Director of the Teaching Learning Center is responsible to the Assoc. Vice-President for Academic Administration.

2. The director administers the Teaching Learning Center.

(Procedures)

1. Organizes the center's program, hiring adult staff and student tutors, providing liaison to academic departments, planning weekly staff meetings and quarterly tutor training sessions, and assisting students with special academic needs to reach their full academic potential.

### 4.1.1.5. Career Center

(Bylaws)

1. The Director of Career Center is responsible to the Assoc. Vice-President for Academic Administration.

2. The director coordinates and supervises the Career Center program.

(Procedures)

1. Works with faculty, students, employers, and alumni.

2. Does career counseling, giving mock interviews and teaching job search strategies.

3. Instructs a career orientation class each quarter.

### 4.1.1.6. Technical Support Services

(Bylaws)

1. The Director of Technical Support Services is responsible to the Assoc. Vice-President for Academic Administration.

2. The director manages and operates Technical Support Services in consultation with academic departments and serves on the Technical Support Services Committee.

(Procedures)

1. Provides a high quality and high level of technical support to academic departments through servicing, design, construction, repairs, and calibration of laboratory equipment and instrumentation.

2. Provides technical consultation, evaluation, and recommendations for the enhancement of academic programs involved with technical instrumentation and applications of scientific principles.
3. Prepares and implements the annual operating and capital budget.

4. Manages, supervises, and trains student and non-student employees within the department.

5. Sets work priorities in such a way as to maximize student learning in the laboratory.

6. Works closely with the instructors to ensure cost-effectiveness in meeting technical needs of the academic programs.

### 4.1.1.7. Controller

See Section 2.1.3, “Vice President for Financial Administration” [21]

### 4.1.1.8. Human Resources

(Bylaws)

1. The Director of Human Resources is responsible to the Vice-President for Financial Administration.

2. The director monitors personnel functions and administers employee benefits, wages, and salaries in accordance with state and federal regulations and university policies.

3. The director maintains the university's Discrimination and Harassment Policy and Procedure and the Drug-Free Campus and Workplace Policy [Appendix I, Drug-Free Campus And Workplace [150]] and in consultation with the President and the Vice-President for Student Life and Mission, revises policies in accordance with state and federal laws.

(Procedures)

1. Maintains job descriptions for non-teaching support staff.

2. Monitors yearly rate changes and advancement of teaching staff and exempt and non-exempt employees.

3. Supervises payroll functions.

4. Monitors university compliance with state and federal employment laws.

5. Develops, maintains, and communicates employee benefits that are fair and equitable.

6. Counsels with supervisors and employees regarding personnel and other issues.

7. Assists with hiring of new employees as well as terminating of current ones.

8. Maintains awareness of retirement policy, counsels with retirees, and processes required application forms and papers.

9. Continues to develop other necessary personnel functions as time allows.

### 4.1.1.9. Information Services

(Bylaws)

1. The Director of Information Services is responsible to the Vice-President for Financial Administration.

2. The director administers Information Services and serves on the Computer Users’ Committee.

(Procedures)
1. Manages department personnel.

2. Administers the department’s budget.

3. Oversees strategic planning for the department.

4. Approves new development projects.

5. Provides technical engineering support.

**4.1.1.10. Student Financial Services**

(Bylaws)

1. The Director of Student Financial Services is responsible to the Vice-President for Financial Administration.

2. The director supervises the office of Student Financial Services and serves as chair of the Student Financial Aid Committee, chair of the Financial Aid and Scholarship Committee, and a member of the Admissions Committee.

(Procedures)

1. Develops and implements policy and long-range student financial planning.

2. Approves and establishes boundaries of policy deviation and approves deviation from established policies.

3. Administers three operating budgets.

4. Provides financial counseling.

**4.1.1.11. Plant Operations**

(Bylaws)

1. The Director of Plant Operations is responsible to the Vice-President for Financial Administration.

2. The director oversees and directs departments responsible for campus upkeep.

3. Serves on the following committees: University Master Planning, Risk and Safety Management.

4. Supervises the Director of the Copy/Postal Center.

(Procedures)

1. Prepares Plant Services budgets.

2. Oversees and directs eleven department heads and one full-time secretary.

3. Oversees and directs eleven department heads and one full-time secretary.

4. Discusses campus physical needs with all departments.

**4.1.1.12. Risk and Safety Management**

(Bylaws)

1. The Director of Risk and Safety Management is responsible to the Vice-President of Financial Administration.
2. The director acts as a resource to university departments in safeguarding the university’s ability to perform its mission of protecting its people, property, and financial assets, and to enhance continued growth, good health and social responsibility to the community at large.

(Procedures)

1. Identify risks and analyze loss exposures that are a threat to the well-being of the University, its students, employees and others.

2. Assess the probability of risk, and prioritize with advisement from Risk and Safety Management Committee and Administration.

3. Where loss exposures exist, advise of risk management techniques and procedures such as:
   a. Decisions regarding acceptance, avoidance, mitigation, or loss transfer
   b. Training and education
   c. Implementation and development of policies and procedures to limit potential exposure.


5. Report to and advise the Risk and Safety Management Committee.

4.1.1.13. Dean Of Men

(Bylaws)

1. The Dean of Men is responsible to the Vice-President for Student Life.

2. The dean assesses and provides for dormitory men's needs, whether spiritual, moral, social, or academic, and serves on the following committees: Financial Aid and Scholarship, Campus Life, Resident Life Council, and Spiritual Life.

(Procedures)

1. Supervises a meaningful worship program and an active OPS program.

2. Sets and maintains a budget for the dorm.

3. Schedules and works with other deans and the housekeeper.

4. Hires students for and develops a strong Resident Assistant program.

5. Provides discipline.

6. Works with parents.

7. Provides care for the physical plant and oversees dorm improvements.

4.1.1.14. Dean Of Women

(Bylaws)

1. The Dean of Women is responsible to the Vice-President for Student Life.

2. The dean assesses and provides for dormitory women's needs, whether spiritual, moral, social, or academic, and serves on the following committees: Financial Aid and Scholarship, Campus Life, Resident Life Council, and Spiritual Life.
(Procedures)

1. Supervises a meaningful worship program, an active AGA program, and the Fitness Center.

2. Creates and supplies educational and informative programs.

3. Sets and maintains a budget for the dorm.

4. Schedules and works with other deans and the housekeeper.

5. Hires students for and develops a strong Resident Assistant program.

6. Provides discipline.

7. Works with parents.

8. Oversees dorm publications.

9. Provides care for the physical plant and oversees dorm improvements.

4.1.1.15. Counseling and Testing Center

(Bylaws)

1. The Director of the Counseling and Testing Center is responsible to the Vice-President for Student Life.

2. The director assesses and provides for the counseling needs of students.

(Procedures)

1. Establishes, with the Vice-President for Student Life, the priorities and direction of the Counseling Center.

2. Oversees and maintains the functioning of the Counseling Center.

3. Administers the Counseling Center budget.

4. Supervises staff.

5. Provides individual counseling and therapy to WWU students.

6. Develops and conducts group therapy for WWU students.

7. Administers and interprets psychological tests when appropriate.

8. Develops and teaches appropriate counseling workshops.


10. Attends and participates in administrative and committee meetings.

11. Develops appropriate client record forms.

12. Updates client records daily.

13. Conducts weekly staff meetings.

14. Participates in at least one professional organization.
15. Supports community activities related to the profession.
16. Provides consultation to faculty, staff, and residence hall workers on request.
17. Provides in-service training on request.
18. Provides class lectures on request.
19. Plans for and implements university entrance and pre-professional exams, including GRE, GMAT, LSAT, MCAT.

**4.1.1.16. Campus Health and Wellness**

*(Bylaws)*

1. The Director of Campus Health and Wellness is responsible to the Vice-President for Student Life.
2. The director supervises provision of basic health care for students and employees and also serves on the Risk and Safety Management Committee.

*(Procedures)*

1. Supervises staff nurse practitioners, registered nurses, the secretary/receptionist, and student labor.
2. Maintains contact with contract physicians.
3. Oversees submission of the department budget, procurement of supplies, and department policy formation/revision.
4. Delivers primary health care, i.e. health maintenance and diagnosis/treatment of ambulatory care injuries/illnesses.
5. Serves as the medical resource for the University Day Care Center staff and assigns a Campus Health and Wellness staff member to make monthly site visits to verify compliance with Washington State laws.
6. Provides budget appropriations and recommendations for the annual University Health Fair.
7. Serves on any committee dealing with health care at the discretion of the Vice-President for Student Life.

**4.1.1.17. Chaplain**

*(Bylaws)*

1. The Chaplain is responsible to the Vice President for Student Life and Mission
2. The chaplain assists in providing a spiritual atmosphere and maintaining the spiritual vision of the campus and serves in pastoral role for the students, faculty, and staff of the university.

*(Procedures)*

1. Serves as a pastoral leader for the University and assists in campus spiritual life and programming.
2. Fosters faith and character development on the part of the members of the campus community through campus-wide programs and activities and small-group and personal interaction.
3. Builds and maintains a student spiritual leadership team.
4. Assists in communication concerning spiritual life on campus and with the constituency.
5. Serves and advises committees related to campus spiritual life, such as Spiritual Life Executive, Spiritual Life, Chapel, and University Church Staff Committees.
6. Advises and oversees ASWWU Spiritual Vice-President(s), Campus Ministries, CABL, and Student Chaplains as well as student-directed activities such as Vision Drama.

7. Prepares and presents to the faculty and administration plans and proposals for furthering the spiritual mission of the University.

4.1.1.18. Student Missions

(Bylaws)

1. The Director of Student missions is responsible to the Vice President for Student Life and Mission.

2. The director organizes and supports student missionaries in North America and overseas.

(Procedures)

1. Nurtures and mentors and maintains communication with prospective, active, and returned student missionaries.

2. Builds and maintains a student missions leadership team.

3. Plans and oversees programming and activities for student missions on campus.

4. Serves on and advises committees related to student mission, such as Spiritual Life Executive, Spiritual Life Committees and advises Servants of the Master and Student Missionary Committees.

5. Prepares and presents to the administration plans and proposals for the student missionary program including fundraising policies.

4.1.1.19. Annual Giving

(Bylaws)

1. The Director of Annual Giving is responsible to the Vice-President for University Advancement.

2. The director manages regular yearly fund-raising activities for the University.

(Procedures)

1. Develops a plan for fund-raising activities which occur on a yearly cycle.

2. Identifies, cultivates, and solicits prospective annual donors.

3. Manages yearly fund-raising activities of the university, which include the Annual Fund, the Phone-a-thon, and direct-mail solicitation.

4.1.1.20. Capital Campaign

(Bylaws)

1. The Director of the Capital Campaign is responsible to the Vice-President for University Advancement.

2. The director manages fund-raising activities intended to develop the physical assets of the university such as buildings and major facilities.

(Procedures)

1. Develops a plan for fund-raising activities designed to develop the physical plan of the university, including new buildings and major renovations, and other major facilities.
2. Identifies, cultivates, and solicits prospective donors.

3. Manages these fund raising activities.

**4.1.1.21. Planned Giving**

(Bylaws)

1. The Director of Planned Giving is responsible to the Vice-President for University Advancement.

2. The director manages activities designed to encourage gifts of long-term assets from private donors.

(Procedures)

1. Develops a plan for generating gifts of wills, trusts, and other long-term assets and investments from private donors.

2. Identifies, cultivates, and solicits prospective donors of long-term assets.

3. Manages planned giving activities.

**4.1.1.22. Alumni Relations**

(Bylaws)

1. The Director of Alumni Relations is responsible to the Vice-President for University Advancement.

2. The director manages all alumni activities.

(Procedures)

1. Develops a plan for maintaining liaison between the university and its alumni.

2. Manages alumni association through accepted policies and procedures.

3. Oversees all alumni activities, including annual homecoming and alumni chapter events.

**4.1.1.23. University Relations**

(Bylaws)

1. The Director of University Relations is responsible to the Vice-President for University Advancement.

2. The director functions as the public relations representative and communications editor for the university.

(Procedures)

1. Develops a plan for the Office of University Relations

2. Edits and oversees the publication of Westwind magazine.

3. Supervises the editing and publication of other official university publications, including all public official announcements and press releases.

4. Manages the Office of University Relations.

**4.1.1.24. Special Events**

(Bylaws)
1. The Director of Special Events is responsible to the Vice-President for University Advancement.

2. The director organizes and manages special events sponsored by the university, both on and off campus.

(Procedures)

1. Develops plans for special events hosted by the university, including graduation ceremonies, commemorations, and benefit events.

2. Oversees the organization and implementation of all such events.

3. Manages special events, both on and off campus.

4.1.2. Managers

(Charter)
Managers are delegated responsibility for the functioning of administrative support offices. Managers report to one of the chief officers of the University.

4.1.2.1. KGTS

(Bylaws)

1. The KGTS Station Manager is responsible to the Assoc. Vice-President for Academic Administration and reports to the KGTS Advisory Board and Executive Committee.

2. The manager oversees all aspects of budgeting, programming, fund-raising, and student employment; attends Communications Department meetings; and serves on the KGTS Advisory Board and the KGTS Executive Committee.

4.1.2.2. University Shop

(Bylaws)

1. The Manager of the University Shop is responsible to the Vice-President for Financial Administration.

2. The manager manages the University Shop.

(Procedures)

1. Hires and supervises all full- and part-time non-student employees.

2. Hires and orients all student employees.

3. Conducts weekly staff meetings.

4. Checks and signs all invoices and credit memos.

5. Maintains a sound financial base for the store.

6. Deals with customer complaints as needed.

7. Meets with sales representatives.

8. Develops and implements store policy.

9. Plans, develops, and implements advertising for the store as a whole.

10. Plans and implements special sales and promotions.
4.1.2.3. Rental Properties

(Bylaws)

1. The Manager of Rental Properties is responsible to the Associate Vice-President for Financial Administration.

2. The manager oversees and maintains the rental units owned by the University.

(Procedures)

1. Manages the rental units of the University.

2. Hires and supervises workers.


4. Does or provides for repair/maintenance service.

4.1.2.4. The Express

(Bylaws)

1. The manager of the Express is responsible to the Associate Vice-President for Financial Administration.

2. The manager oversees all aspects of the operation of the Express, a convenience store owned by the University.

(Procedures)

1. Manages the convenience store

2. Hires and supervises workers

3. Purchases goods and products for resale.

4.1.3. Salaried Personnel

(Charter)

Salaried personnel are those employees whose responsibilities consist mainly of administrative activities in the non-teaching areas and who are classified as exempt from overtime under the guidelines of the Fair Labor Standards Act. There is a separate employment handbook for them.

(Bylaws)

1. Salaried University Personnel are responsible through supervisors, managers, or directors to the vice-president who administers the area of campus employment in which these personnel work.

2. The duties of Salaried University Personnel are outlined in their employment handbook, which is a separate document.

4.1.4. Hourly Personnel

(Charter)

Hourly employees are those who are classified as non-exempt from overtime under the guidelines of the Fair Labor Standards Act. They are a part of Faculty-Staff and their employment handbook is a separate document.
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## Authorization and Responsibility

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Glossary of Handbook Terms

The following definitions are intended to describe the actions taken by committees and campus groups operating within the authority of the Governance Handbook. The definitions are provided to add clarity and consistency to the terms that describe and define the governance process. For each term, a standard dictionary definition of the term is followed by the interpretation of the term as designated for use in the Governance Handbook.

Notice; Notify; Notification "a written or printed announcement." - Merriam-Webster Dictionary

Handbook
"Notice" for a governance committee meeting consists of a written announcement sent to all the members of the committee. The notice shall name the committee and shall specify the date and place of the meeting. Notice may be sent by letter to the last known address, by inter-campus mail to the department specified on the campus phone list, or electronically to the university e-mail account. Notice is considered "sent" at the time it is mailed or is uploaded to the campus e-mail server.

Discuss; Discussion "to investigate by reasoning or argument" - Merriam-Webster Dictionary

Handbook
"Discussion" refers to seeking input from a university group for the purpose of enhancing perspective. Discussion is documented in the minutes of the deliberating group, but no action is expected. No inference of endorsement by the deliberating group is presumed.

Consult; Consultation "to ask the advice or opinion of" - Merriam-Webster Dictionary

Handbook
"Consultation" refers to seeking advice, usually the advice of an expert. Further policy deliberation may continue based on information provided by the consultant.

Inform; Information "to communicate knowledge to" - Merriam-Webster Dictionary

Handbook
To "inform" refers to sharing policy discussions or actions with administrators or university groups. Information is provided in oral and/or written form. The presentation of such material will be noted in the minutes of the university group. The term should be used where documents are factual in nature or where the deliberative body is not formally authorized to vote on or modify the document—i.e., notification of federal statute; an action taken by a committee not responsible to the deliberative body. Discussion should be limited to clarifying questions and should not attempt further deliberation of an issue. No formal action is required of the deliberating group other than to record their receipt of the information, and no inference of endorsement is presumed.

Review "to go over or examine critically or deliberately" - Merriam-Webster Dictionary

Handbook
Review occurs at two levels within the governance process of the University. The first definition refers to the review of policy which occurs prior to approval; the second definition refers to review which occurs after approval.

Definition 1
relating to consideration of policy prior to approval: To "review" refers to the careful inspection of policy and a statement of response by a deliberative group.
Glossary of Handbook Terms

The result of a review at this level is an official action of the body acknowledging receipt of the document and registering with the originator questions or concerns raised during the review process. A review is understood to be:

1. Conducted by a deliberative body of the university duly authorized to review such documents per Governance Handbook policy

2. Non-binding on the processing of the document through the governance process.

3. Made with the expressed understanding that the deliberative body may, by consensus or by simple majority vote of the body, take any of several actions in response to the proposal, including:
   - Review with support. The document moves forward with the expressed support of the deliberative body.
   - Review without comment. The document moves forward in the governance process without a determination of support of the deliberative body.
   - Review with comment. With the understanding that the originator will consider the comments of the deliberative body, the document moves forward in the governance process with the comments of the deliberative body attached.
   - Review with objection. The deliberative body recommends that the document not be moved forward in the governance process. If the document is taken forward in the governance process, it will proceed with the comments of the deliberative body attached and will carry a clearly identifiable notice of objection of the reviewing deliberative body.

Definition 2
relating to consideration of policy after approval: To "review" refers to the actions taken by a deliberative body which has oversight authority over another deliberative body. For example, this term describes actions of the University Board and University Assembly in relation to decisions of University Senate or of the University Board in relation to decisions of University Assembly.

The result of a review at this level is an official action of the body acknowledging receipt of the document in the minutes. No other action is required. A deliberative body reviewing a document after approval may take any action, including expressing support for, modifying, revoking, or returning the policy for further deliberation.

Recommend
"to endorse as fit, worthy, or competent" - Merriam Webster Dictionary

Handbook
To "recommend" refers to the expressed support of a policy by an administrator, committee or deliberative group. Committees of the campus are generally authorized to "recommend" policy to an administrator or deliberative group rather than to "approve" policy. Deliberative groups, when authorized to "recommend" or to "review and recommend," will express their support or nonsupport of a proposed policy. Such action is authorized by a simple majority vote [except where specifically stated otherwise], and are considered non-binding. A recommending body may also take any of the following actions:
1. Request a written response to specific questions posed to an appropriate administrator or head of an approving deliberative group.

2. Request a discussion with an appropriate administrator or head of an approving deliberative group.

3. Request discussion with affected parties or governance groups.

4. File a formal statement with the University Board through the University President.

**Approve**

"to accept as satisfactory" - Merriam Webster Dictionary

**Handbook**

To "approve" refers to a vote of a deliberative group regarding a clearly defined and reviewed policy. A policy will be "approved" only once in the governance process. Actions considered for approval are brought:

1. As recommendations from an administrative or governance committee, a subcommittee, or an ad hoc committee responsible to a larger deliberative group of the university

2. To a deliberative group with the authority to approve the document

3. With the understanding that the deliberative group may, by consensus or by simple majority vote of the body [except where specifically stated otherwise], take any of several actions in regard to the proposal, including:
   - Approval.
   - Approval with minor modification. The chair determines what constitutes minor modification. The document stands as modified.
   - Request to refer and reconsider. The document is sent back to the originator for further development with the understanding that the document will be returned to the deliberative body for approval.
   - Disapproval. The policy fails. Any revisions to the document will be taken through all applicable stages of the regular governance process.

**Ratify**

"to approve and sanction formally" - Merriam-Webster Dictionary

**Handbook**

To "ratify" refers to the final consideration and sanctioning of policy by the University Board. The following action options are suggested:

1. Vote to ratify.

2. Vote not to ratify. The policy fails. Previous approval and/or endorsement decisions are overturned.

** Invitee**

A person who has no voting privileges who attends the committee meeting in order to assist in deliberations.

**The Three Academic Areas**

The three academic areas are designated as “Humanities, Professional-Technical, and Sciences-Mathematics-Engineering.” Schools and departments are categorized as follows:
Glossary of Handbook Terms

Humanities:
Art
Communications and Languages
English
History and Philosophy
Music
School of Theology

Professional-Technical:
School of Business
School of Education and Psychology
Health and Physical Education
Library Science
School of Nursing
School of Social Work and Sociology
Technology

Sciences-Mathematics-Engineering:
Biology
Chemistry
Computer Science
School of Engineering
Mathematics
Physics

Appendix
Supplementary documents providing information relevant to university governance

Bylaws
A standing rule governing the regulation of a corporation's or society's internal affairs.

Charter
A document defining the formal organization of a corporate body.

Governance Handbook
Definitive statement of the structure of Walla Walla University and the processes and procedures followed in the fulfillment of its functions.

Procedures
Publishes for current information and preserves for future reference operational details of the governance process.
Appendix A. Constituency

Constituency

Walla Walla University is owned and operated by the North Pacific Union Conference of Seventh-day Adventists, comprising Alaska, Idaho, Oregon, Montana, and Washington. In accordance with the by-laws of that union conference, the delegates from the constituency meet in business session, at which time they elect the Board of Trustees of Walla Walla University.

1. Constituent Membership:
   The University shall have a Constituent Membership as provided in section 3, Designation of Constituent Membership.

2. Functions of the Constituent Membership:
   It shall be the function of the Constituent Members to attend the official Constituent Membership meetings of the University, to inform themselves on the business of the University to be transacted, to elect the members of the Board of Trustees, to receive the report of the Auditor for the previous period, and to transact such other business as may properly come before the Constituent Membership.

3. Designation of Constituent Membership:
   The Constituent Members of the University shall be members of the Seventh-day Adventist Church in good and regular standing and shall consist of the following:

   a. The members of the Executive Committee of the North Pacific Union Conference of Seventh-day Adventist.

   b. The members of the Executive Committee of the General Conference of Seventh-day Adventists in attendance at the Constituent Membership meeting.

   c. The Board of Trustees of the University.

   d. The delegates duly and regularly elected, appointed, or selected to any regularly called session of the North Pacific Union Conference of Seventh-day Adventists, according to the adopted and established rules and regulations thereof. For purposes of this subsection, delegates chosen for any regular session shall continue as Constituent Members of the University until new delegates are qualified for the next succeeding regular session thereof, so long as the delegate continues to be a member in good and regular standing of the Seventh-day Adventist Church and resides within the territory of the North Pacific Union Conference of Seventh-day Adventists.

4. Constituent Membership Meetings and Notice:
   Constituent Membership meetings shall be held in conjunction with the regularly scheduled constituency session of the North Pacific Union Conference of Seventh-day Adventists at the time and place established for such session, unless otherwise provided for as to time and place by the Board of Trustees. Written notice of Constituent Membership meetings shall be given to the Members in person or by mail not less than ten (10) nor more than fifty (50) days before the date of the meeting and shall be effective when mailed to the last known address of the member. The notice shall specify the time and place of the meeting.

5. Officers of the Constituent Members:
   The Constituent Membership in session shall be chaired by the President of the North Pacific Union Conference of Seventh-day Adventists. The President of the University shall serve as Secretary of the constituent meetings. It shall be the function of the Secretary of the constituent meetings to keep a full and complete record of the proceedings of the meetings of the Constituent Members of the University pursuant to Article Nine, Section 9.1, and to provide such records to the Secretary of the University for safekeeping as provided in Article Seven, Section 7.4

6. Nominating Committee:
Constituency

The Executive Committee of the Board of Trustees shall serve as the Nominating Committee at the Constituent Membership meeting. The Nominating Committee shall recommend to the Constituent Members of the University the names of twenty-nine (29) individuals to be considered for positions on the Board of Trustees.

7. Special Meetings and Notice:
Special Constituent Membership meetings may be called by the Board of Trustees or by written request of not less than thirty percent (30%) of the Constituent Members delivered to the Chair, Vice Chair or Secretary of the Board of Trustees. Written notice of the special meeting shall be given to the Constituent Members in person or by mail not less than ten (10) nor more than fifty (50) days before the date of the meeting and shall be effective when mailed to the last known address of the member. The notice shall specify the time and place of the meeting. Only items of business specifically set forth in the written notice shall be considered at a special meeting.

8. Quorum:
A majority of the Constituent Members shall constitute a quorum for the transaction of business, and once a quorum has been established and the meeting declared in session, those members present shall transact such business as may properly come before them regardless of the fact that a lesser number than a quorum shall at any time thereafter be present during the meeting.

9. Voting:
   a. Voting shall be by voice, roll call, or hand at the discretion of the Chair of the constituent meeting, unless a secret ballot is requested by at least twenty percent (20%) of the Constituent Members, in which case ballots shall be counted by a committee of three (3) individuals appointed by the Chair of the Constituent Membership meetings.

   b. Each Constituent Member shall have one vote, and only one, on any question. No Constituent Member may vote by proxy; provided, however, the Board of Trustees may, by a two-thirds (2/3) vote, authorize a vote by proxy at special meetings.

10. Rules of Order and Parliamentarian:
Constituent Membership meetings shall be conducted according to Roberts' Rules of Order, latest edition. The Chair of the Constituent Membership meetings shall appoint a parliamentarian to assist in conducting the business such meetings.
Appendix B. Charter of the Board Of Trustees

Charter of the Board of Trustees

In matters pertaining to Walla Walla University, the Board of Trustees is the legal representative of the Seventh-day Adventists of the North Pacific Union Conference. The board makes provision for financial support, elects officers and teachers, and formulates policies for the proper functioning of the University as an educational institution.

1. Membership
The membership of the Board of Trustees shall be twenty-nine (29) persons who shall be members in good and regular standing of the Seventh-day Adventist Church. The following persons shall be trustees:

a. The President, Secretary, Treasurer, and Director of Education of the North Pacific Union Conference of Seventh-day Adventists.

b. The President of the University, the President of each local conference within the North Pacific Union Conference of Seventh-day Adventists, a pastor and K-12 educator serving within the North Pacific Union Conference territory, and a representative from Adventist Health Systems.

c. Fifteen (15) individuals elected by the Constituent Membership who shall not be employees of any entity of the Seventh-day Adventist Church other than the Adventist Health System. At least two (2) individuals shall be minority representatives. To the extent possible, at least four (4) of these individuals shall be persons reelected for a second term; provided, however, no elected person shall serve more than two (2) consecutive terms. A partial term of two (2) years or less shall not be considered a "term".

d. Trustees' regular terms of office shall be until the next regular Constituent Membership meeting or a special Constituent Membership meeting held for that purpose.

e. The Board of Trustees may fill any vacancy except ex-officio vacancies occurring in its membership for the unexpired term of the trustee.

2. Non-Voting Attendees:
All Vice Presidents of the University, the North Pacific Union Conference of Seventh-day Adventist Youth Director, and one (1) secondary principal serving within the North Pacific Union Conference territory shall be regular attendees who shall have voice on the Board, but shall not be entitled to vote. The Chair of the Board of Trustees or the Board of Trustees may invite other non-voting attendees and determine the degree of their participation. When the Chair calls the Board of Trustees into executive session, some or all of the non-voting attendees may be excused.

3. Chair of the Board of Trustees:
The President of the North Pacific Union Conference of Seventh-day Adventists shall serve as Chair of the Board of Trustees. It shall be the function of the Chair of the Board of Trustees:

a. To preside at meetings of the Board of Trustees.

b. To ensure that all actions of the Constituent Membership and all actions of the Board of Trustees are carried into effect through the University President or other persons as designated by the Board of Trustees.

c. To invite additional persons as counselors to attend meetings of the Board of Trustees and its committees.

d. To inform himself of the work of the various committees, facilities, and on activities of the University.

e. To perform such other duties as the Board of Trustees may delegate.
4. Vice-Chair of the Board of Trustees:
The Board of Trustees shall elect as Vice Chair a member of the Board who is not employed by any entity of the Seventh-day Adventist Church other than the Adventist Health System. It shall be the function of a Vice Chair of the Board of Trustees in the absence of the Chair of the Board of Trustees or in the case of such Chair's inability to act, to exercise all functions of the Chair of the Board of Trustees.

5. Secretary of the Board of Trustees:
The President of the University shall serve as Secretary of the Board of Trustees. It shall be the function of the Secretary of the Board of Trustees to keep a full and complete record of the proceedings of the meetings of the Constituent Members of the University and the proceedings of the meetings of the Board of Trustees pursuant to Article Nine, Section 9.2, and to provide such records to the Secretary of the University for safekeeping as provided in Article Seven, Section 7.4.

6. Assistant Secretary of the Board of Trustees:
It shall be the function of the Assistant Secretary of the Board of Trustees to perform the duties and exercise the powers of the Secretary of the Board of Trustees in case of such Secretary's absence or inability to act and to perform other duties as may be delegated by the Secretary of the Board of Trustees or authorized by the Board of Trustees.

7. Recording Secretary of the Board of Trustees:
It shall be the function of the Recording Secretary of the Board of Trustees, if one is appointed, to perform such duties as may be designated by the Secretary or Assistant Secretary of the Board of Trustees, or authorized by the Board of Trustees.

8. Trustee Duties and Authority:
The primary role of the Board of Trustees is that of developer of institutional policy. In this primary role, the Board must continually evaluate the needs of the Seventh-day Adventist Church and of its young people, educationally, occupationally, morally, spiritually, and socially, so as to guide the University wisely to meet these needs. A major responsibility of the Board of Trustees is to develop financial support adequate for the operation and development of the University. The President of the University is accountable directly to the Board of Trustees for administrative competence and for recommendations in all areas of policy and planning. However, the Board reserves to itself final authority for certain approvals, authorizations, and control. The functions of the Board of Trustees shall, subject to the functions delegated to the Executive Committee as set forth in Article Six, Section 6.3 which may be withdrawn by any subsequent action with respect thereto taken by the Board of Trustees, include, but not be limited to the following:

a. To elect the officers of the Board of Trustees which shall include the Vice Chair, Secretary, and Assistant Secretary. The Recording Secretary may be appointed by the Board; however, need not be a member of the Board.

b. To order and/or control all affairs and business of the University.

c. To formulate, revise, and maintain official policies.

d. To approve major policy handbooks of the University.

e. To remove from membership on the Board of Trustees any trustee in accordance with the articles of incorporation of the University.

f. To appoint, a standing Articles and Bylaws Committee as provided in Article Five, Section 5.13.

g. To appoint, discipline, promote, reassign, or discontinue the officers of the University with or without cause actually stated.

h. To evaluate the effectiveness of policies and/or personnel, and to make changes thereto in harmony with the objectives of the University.

i. To appoint, discipline, promote, reassign, or discontinue any and all employees and/or personnel, academic department chairpersons, and faculty members of the University. Appointment, discipline, promotion, reas-
signment, or discontinuance of personnel, employees, or any portion thereof, may be delegated to the Board of Trustees Executive Committee. The appointment of a new President of the University shall take place only after opportunity has been given for faculty and staff to suggest and evaluate names through an advisory body to the Board appointed by the Board of Trustees.

j. To grant emeritus status to administrative and academic personnel.

k. To authorize the acquisition and disposition of real property.

l. To authorize the disbursement of funds by designated officers of the University, or any of them.

m. To authorize officers of the University, or any of them, to execute annuity agreements, trust agreements, life income agreements, and other documents, on behalf of the University.

n. To review and adopt annual budgets.

o. To receive the annual report of the Auditor.

p. To appoint an Executive Committee and define its powers for transacting Board of Trustees' business between regular sessions as consistent with these Bylaws.

q. To appoint such other committees as the Board of Trustees may from time to time deem necessary for the efficient functioning and development of the University, and to define the responsibilities of such committees.

r. To invite additional persons or counselors to attend meetings of the Board of Trustees or any committees thereof.

s. To exercise any and all such additional powers as may be reasonable and proper for the administration of the University as provided by law.

t. To delegate any of its duties, responsibilities, powers, or otherwise as may be permitted by law to the Executive Committee of the Board of Trustees or any other committee, officer, agent, or employee of the University as the Board of Trustees may from time to time reasonably desire.

9. Meetings:

a. The Board of Trustees shall meet promptly after each Constituent Membership meeting for selection of its officers consistent with these Bylaws and for consideration of any other matters that may come before the meeting.

b. The Board of Trustees shall meet on the University campus in College Place, Washington, or at the offices of the North Pacific Union Conference of Seventh-day Adventists, or elsewhere by designation of the Chair of the Board of Trustees or by vote of the Board of Trustees. Either the Chair or the Vice Chair of the Board of Trustees and at least one member officer of the University shall be present at all meetings.

c. Regular meetings of the Board of Trustees shall be held periodically at the pleasure of the Board, however, such regular meetings shall be held not less frequently than three (3) times a year.

d. Members of the Board of Trustees, or any committee designated by the Board of Trustees, may participate in a meeting of such Board or committee by means of conference telephone or similar communications equipment whereby all persons participating in the meeting can hear each other at the same time, and the participants in a meeting pursuant to this Bylaw shall constitute presence in person at such meeting.

e. Unless otherwise restricted by the Articles of Incorporation, these Bylaws or by law, any action required or permitted to be taken at any meeting of the Board of Trustees, or any committee thereof, may be taken without a meeting if all members of the Board or such committee, as the case may be, consent thereto in writing, and the writing or writings are filed with the record of the minutes of the Board's or such committee's meetings.

10. Notice of Meeting:
Notice of the time and place of meeting of the Board of Trustees shall be given to the members thereof in writing as follows:

a. By mail or electronic submission sent not less than ten (10) days nor more than fifty (50) days prior to the date of such meeting. Notice contained within the minutes of the prior meeting, if mailed not later than ten (10) days nor more than 50 days prior to the date of the next regular meeting shall satisfy the notice requirements herein contained for notice of regular meetings. Notice given by electronic submission will comply with the requirements of Section 24.03.009 of the Revised Code of Washington.

b. If the notice is required to specify the purpose of the meeting such notice may be personally delivered or sent by electronic communication not less than seventy-two (72) hours prior to the time of such meeting.

c. Notices to the members of the Board of Trustees, if not personally delivered, shall be effective when mailed to the last known address of the member, or when transmitted electronically to an address, location or system designated by the recipient for such purpose.

d. Such notice for any meeting of the Board may be waived in writing at any time. Such waiver must be in writing, signed by the member waiving notice and filed with the minutes of the meeting for which notice is waived.

e. Attendance by a trustee at a meeting shall constitute waiver of notice of that meeting except where that trustee attends for the express purpose of objecting to the transaction of business because the meeting was not properly called or convened.

11. Special Meetings and Notice:
Special meetings of the Board of Trustees may be called by the Chair or Vice Chair of the Board of Trustees or shall be called upon written request of not less than five (5) of the trustees. Such notice shall be delivered to the Chair, Vice Chair or Secretary of the Board of Trustees. The Secretary of the Board of Trustees shall then notify the trustees of such special meeting in the manner described in Section 5.10 of this Article Five; provided, however, that such notice shall specify the items of business to be conducted at such special meeting. Such meeting shall be held within ninety (90) days of the date of receipt of request for such meeting.

12. Quorum and Voting:
A majority of the Board of Trustees shall constitute a quorum. Each trustee shall have one vote and only one vote on any question. No person may vote or act by proxy.

13. Articles and Bylaws Committee:
The Board of Trustees shall appoint a standing Articles and Bylaws Committee of five (5) members, a majority of whom are members of the Board of Trustees and at least two (2) of whom are individuals not employed by an entity of the Seventh-day Adventist Church other than the Adventist Health System.

Executive Committee of the Board of Trustees

1. Membership:
a. The membership of the executive committee of the Board of Trustees shall be thirteen (13) persons. The membership of the executive committee shall be as follows:

   1. The President, Secretary, Treasurer, and Director of Education of the North Pacific Union Conference of Seventh-day Adventists.

   2. The President, Vice President for Academic Administration, and the Vice President for Financial Administration of the University.

   3. The President of the Oregon Conference of Seventh-day Adventists.

   4. The President of the Upper Columbia Conference of Seventh-day Adventists.
5. The Vice Chair of the Board of Trustees.

6. Three (3) additional members who shall be elected by the Board of Trustees at any regular meeting or at any special meeting which is called for the purpose of the election of membership to the executive committee. Such individuals shall be members of the Seventh-day Adventist Church in good and regular standing.

b. Any member of the Board of Trustees may be a non-voting participant at executive committee meetings. Elected members shall hold office until their successors are duly appointed at the next regular meeting of the Board of Trustees held for that purpose. The Board of Trustees shall fill any vacancy occurring in the elected membership of the Executive Committee.

2. Officers:
The Chair, Vice Chair and Secretary of the Executive Committee shall be those individuals who are the Chair, Vice Chair and Secretary, respectively, of the Board of Trustees of the University. The Executive Committee may elect or appoint other officers thereof as it deems appropriate.

a. The Chair of the Executive Committee shall have the same functions with respect to the Executive Committee that the Chair of the Board of Trustee has as set forth in Article Five, Section 5.3

b. The Vice Chair of the Executive Committee shall have the same functions with respect to the Executive Committee that the Vice Chair of the Board of Trustee has as set forth in Article Five, Section 5.4.

c. The Secretary of the Executive Committee shall have the same functions with respect to the Executive Committee that the Secretary of the Board of Trustee has as set forth in Article Five, Section 5.5.

3. Duties and Authority:
The primary role of the Executive Committee of the Board of Trustees shall be to administer the matters of the University between meetings of the full Board of Trustees. The President of the University is accountable to the Executive Committee of the Board of Trustees for administrative competence and for recommendations in all areas of policy and planning. It shall be among the functions of the Executive Committee, to the extent permitted by law:

a. To order all affairs and business of the University between meetings of the Board of Trustees.

b. To formulate, revise, and recommend to the Board of Trustees any and all items pertaining to official policies of the University.

c. To adopt its own rules of procedure not inconsistent with the Articles of Incorporation of these Bylaws.

d. To recommend to the Board of Trustees the appointment, discipline, promotion, reassignment, or discontinuance of any officer of the University, and other personnel.

e. To evaluate the effectiveness of policies and personnel and to recommend changes in either to the Board of Trustees.

f. To recommend to the Board of Trustees the granting of emeritus status to administrative and/or academic personnel.

g. To authorize the acquisition and disposition of real property not exceeding in value ten percent (10%) of the net worth of the University. Any acquisition, disposition, or other action with regard to property of the reasonable market value in excess of ten percent (10%) of the net worth of the University, shall be dealt with only by the Board of Trustees.

h. To authorize the disbursement of funds by designated officers of the University, or any of them.

i. To authorize the officers of the University, or any of them, to execute annuity agreements, trust agreements, life income agreements, and other documents, on behalf of the University.
j. To review and recommend to the Board of Trustees the adoption of annual budgets.

k. To receive the annual report of the Auditor.

4. To appoint such subcommittees as the Executive Committee of the Board of Trustees may from time to time deem necessary for the efficient functioning and development of the University and to define the responsibilities of such committees.

a. To invite additional persons or counselors to attend meetings of the Executive Committee of the Board of Trustees.

b. To exercise such additional powers as may be reasonably necessary to fulfill the functions noted above, and such additional functions and powers as may be delegated to it by the Board of Trustees.

c. To delegate any of its duties, responsibilities, powers, or otherwise as may be permitted by law to any other committee, officer, agent, or employee of the University as the Executive Committee may from time to time reasonably desire.

5. Meetings:

a. The Executive Committee shall organize promptly after each election for the selection of its officers and for consideration of any other matters which may come before the meeting.

b. The Executive Committee shall meet from time to time and in such place as shall be determined by the Executive Committee, and either the Chair or Vice Chair of the Executive Committee and at least one (1) member officer of the University shall be present at all meetings.

c. Members of the Executive Committee may participate in a meeting of such committee by means of conference telephone or similar communications equipment whereby all persons participating in the meeting can hear each other at the same time, and the participants in a meeting pursuant to this Bylaw shall constitute presence in person at such meeting.

d. Unless otherwise restricted by the Articles of Incorporation, these Bylaws or by law, any action required or permitted to be taken at any meeting of the Executive Committee may be taken without a meeting if all members of the Executive Committee consent thereto in writing, and the writing or writings are filed with the record of the minutes of the Executive Committee's meetings.

6. Notice of Meetings:
Notice of the time and place of meeting of the Executive Committee shall be given to the members personally, by telephone, by electronic communication or by mail within such time as reasonably necessary to give adequate notice to attend such meeting. Notice given by electronic submission will comply with the requirements of Section 24.03.009 of the Revised Code of Washington.

7. Special Meetings:
Special meetings of the Executive Committee may be called by the Chair or Vice Chair of the Executive Committee and shall be called upon written request of not less than four (4) members of the Executive Committee. Such notice shall be delivered to the Chair, Vice Chair, or Secretary of the Executive Committee. Upon such notice the Secretary of the Executive Committee shall notify the members of the Executive Committee of such special meeting in the manner described above. Such notice shall specify the items of business to be conducted at such special meeting.

8. Quorum and Voting:
The transaction of business shall require a quorum of nine (9) members of the Executive Committee, and any action to be valid shall require the affirmative vote of a majority of the members present and voting. Each member of the Executive Committee shall have one vote and only one vote on any question. No person may vote or act by proxy.
Appendix C. University Financial Policies For Faculty

I. Salaries
As employees of Walla Walla University, faculty members can expect to receive appropriate remuneration and financial benefits as voted by the Board of Trustees. It is the responsibility of the university administration to keep the faculty informed of these benefits, largely based on provisions set forth in the General Conference Working Policy, copies of which are available from each department chair. Faculty members should be aware of this document, which guides the Board of Trustees in determining the financial policies of the University.

The salaries paid by Walla Walla University are determined by a framework of rates established by the General Conference of Seventh-day Adventists for senior colleges under the educational system package plan. Since faculty members or administrators render service primarily as a result of their dedication to Christian educational objectives, university salaries are not designed to grant full recognition to scholastic and professional attainments or administrative responsibility. Salaries are set on a standard intended to provide a living wage while allowing a modest increase to those promoted in professional rank. The current salary scale is found in Appendix D, Faculty Salary And Allowance Schedule [127].

II. Medical Allowance
Walla Walla University assists eligible full-time employees with medical expenses based on the General Conference Working Policy, described in a booklet provided by the Human Resources Office.

III. Adoption
The University follows the General Conference Working Policy. Employees should consult the Human Resources Office.

IV. Tuition Assistance
The University follows the General Conference Working Policy, which includes certain age and time limits. An updated statement is sent annually to eligible employees with children. Generally, for non-boarding students the grant is 35% of tuition and required fees; for dormitory students, 70%.

When both employee and spouse are denominationally employed by separate organizations, both of which provide scholarship benefits according to the policy, each employing organization is responsible for one-half of the scholarship grant.

Application may be made through the Human Resources Office.

V. Travel Policy Guidelines and Procedures
(See Appendix F, Travel Policy Guidelines And Procedures [130] for complete policy and per diem rates)

VI. Moving Allowance
When employing a new full-time faculty member or salaried employee living away from the Walla Walla valley, the University pays the cost of moving household goods and the family to the local area. Reimbursable items include personal travel at the current mileage rate, road tolls, cost of lodging en route, full per diem for the employee, and partial per diem for other members of the family. In addition, each employee and spouse is granted a flat amount to cover packing and other moving costs (See Appendix C, University Financial Policies For Faculty [123] for current rates). Additional details may be obtained from the Vice-President for Financial Administration.

When an employee retires after thirty (30) years or more of denominational service, the University moves the retiree following the General Conference Working Policy.

An employee who has served less than thirty (30) years is paid a prorated amount (According to the General Conference Working Policy).

VII. Retirement
Employees accrue retirement credit under the General Conference Retirement Plan. A booklet that answers frequently asked questions is available in the Human Resources Office.

VIII. **Free Tuition**

**FULL-TIME EMPLOYEES OF THE UNIVERSITY AND THEIR SPOUSES:**

**UNDERGRADUATE LEVEL** Full-time employees of the University may enroll without charge for up to six (6) hours of undergraduate credit each quarter.

**GRADUATE LEVEL** Full-time employees of the University may enroll without charge for up to 12 free hours graduate credit per year, fall through summer quarters, in any convenient combination. Any undergraduate courses taken that apply to the graduate degree will count toward the twelve hour limit. There must be six (6) tuition paying students in a particular class or the class cannot be taught. The IRS considers free graduate level courses part of your wage package and therefore subject to taxes.

**COMBINATION OF UNDERGRADUATE AND GRADUATE LEVEL** - Full-time employees of the University may enroll without charge for a maximum of twenty-four (24) hours free weighted units per year, fall through summer quarters. Weighted units are calculated by multiplying undergraduate hours by 1 and graduate hours by 2. There must be six (6) tuition paying students in a particular class or the class cannot be taught. The IRS considers free graduate level courses part of the employee’s wage package and therefore subject to taxes.

**ADDITIONAL BENEFIT AFTER THREE YEARS** - After the employee completes three (3) years of full-time employment at the University the spouse may enroll for a full load of undergraduate or graduate credits each quarter on the following basis: the first six (6) hours are without charge; additional hours are charged at 50% of the per quarter hour rate used for 1-12 quarter hours. The spouse applies to the Director of Human Resources for this additional benefit.

**LIMITATIONS** - The free tuition policy does not apply to fees and rentals, private music lessons, flying, skiing, or other courses where instruction results in a specific cost to the institution by the individual enrolled. ASWWU fees are normally waived.

It is understood that when an employee's position requires maintaining specific working hours, permission must be requested of the supervisor if the employee wishes to take classes during the normal work day. Permission may be granted or withheld at the discretion of the employment manager. Employees will not be paid while they are attending classes.

Full-time employees may not enroll for more than six (6) hours per quarter free or otherwise.

Free tuition hours are not transferable to other people and do not accumulate from quarter to quarter.

All classes are open first to tuition paying students. As space is available, free tuition participants may join. Those taking the class free would not be counted in the minimum number of students required to offer the class.

An individual is eligible for free tuition under only one section of the policy (i.e., an individual may be eligible as an employee, or as a spouse, not both)

If classes are audited or challenged they will be applied to the number of free hours available for that quarter.

IX. **Basic Life**

All full-time employees and families are covered by the Basic Life Plan according to the NAD policy. Employees may contact the Human Resources Office for further information.

X. **Services Offered to Employees**

1. **Lost and Found Department:** All items that are lost or found are to be turned in to Varsity Contractors, with the exception of keys. Keys are to be turned in to Plant Services.
2. Blue Mountain Credit Union: The office of Blue Mountain Credit Union is located at 313 S. College Avenue, College Place. For information about membership or loans call 526-4562 or write: P.O. Box 547, College Place, WA 99324.

3. Department of the University: A number of University departments offer services for our employees, upon presentation of a valid identification card. Employees should check directly with the following:

   a. Alumni Center (Guest Rooms)
   b. Campus Health and Wellness
   c. Child Development Center
   d. Health and Physical Education
   e. Peterson Memorial Library
   f. Plant Services
   g. University Shop
   h. Purchasing
   i. The Express
   j. University Studios and Guest Rooms
   k. Food Service (Sodexho)

XI. Miscellaneous Information

1. Accidents: If an accident, major or minor, occurs to an employee, he or she or someone in the department should report it immediately to Human Resources (2202). When a Workman's Compensation injury occurs, the employee fills in a portion of the appropriate form and leaves it with the physician, who in turn sends it to Human Resources.

2. Identification Cards: All employees and their spouses receive identification cards. These can be used for charging purchases on campus, library privileges, P.E. facilities, etc. Identification cards are to be returned to Human Resources at the time of the exit interview.

3. Key Policy: Keys for office, building, and teaching facilities are obtained from the Plant Services Department by

   • obtaining the signature of the department chair on a key request form provided by Plant Services,
   • taking the properly authorized key request form to the Plant Services office, and
   • personally signing a "key control card" upon receipt of the keys.

There is no charge for this service. For reasons of security

   • keys are not to be duplicated for any reason;
   • locks are not to be tampered with (the Plant Services locksmith should be called to do all lock repair or changing); and
• keys are to be returned when employment terminates or when there is no longer need for the key. Broken or faulty keys will be replaced at no charge; lost or unreturned keys will be charged to the responsible employee.

Anyone who finds a key should send it immediately to Plant Services. By checking the identification number, Plant Services can identify the owner and return the key promptly.
# Appendix D. Faculty Salary And Allowance Schedule

## July 1, 2012 to June 30, 2013

### Table D.1. College Place

<table>
<thead>
<tr>
<th>Step</th>
<th>Remuneration Percent</th>
<th>Salary</th>
<th>Professional Allowance</th>
<th>Total</th>
<th>Salary Plan</th>
<th>Position Number</th>
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<tbody>
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<td><strong>INSTRUCTOR</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>B.A.</td>
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<td>41,434</td>
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<td></td>
<td>2</td>
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<td>42,232</td>
<td></td>
<td>42,232</td>
<td>(03)</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>87.0%</td>
<td>43,430</td>
<td></td>
<td>43,430</td>
<td>(04)</td>
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<tr>
<td></td>
<td>4</td>
<td>90.0%</td>
<td>44,928</td>
<td></td>
<td>44,928</td>
<td>(05)</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>93.0%</td>
<td>46,426</td>
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<td>46,426</td>
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<tr>
<td></td>
<td>6</td>
<td>96.0%</td>
<td>47,923</td>
<td></td>
<td>47,923</td>
<td></td>
</tr>
<tr>
<td><strong>M</strong></td>
<td>1</td>
<td>85.0%</td>
<td>42,232</td>
<td></td>
<td></td>
<td>INM</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>87.0%</td>
<td>43,430</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>90.0%</td>
<td>44,928</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>4</td>
<td>90.0%</td>
<td>44,928</td>
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<td></td>
<td>(10)</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>96.0%</td>
<td>47,923</td>
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<td>(11)</td>
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<tr>
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<td>6</td>
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<td></td>
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</tr>
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<td><strong>ASSISTANT PROFESSOR</strong></td>
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<td></td>
<td></td>
<td>AST</td>
<td></td>
</tr>
<tr>
<td><strong>M</strong></td>
<td>102.0%</td>
<td>50,918</td>
<td>1,650</td>
<td>52,568</td>
<td>(24)</td>
<td></td>
</tr>
<tr>
<td><strong>M+</strong></td>
<td>103.0%</td>
<td>51,918</td>
<td>1,650</td>
<td>53,068</td>
<td>(28)</td>
<td></td>
</tr>
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<td>(32)</td>
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<td><strong>ASSOCIATE PROFESSOR</strong></td>
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<td></td>
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<td>PRO</td>
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<td>8,000</td>
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<td>8,000</td>
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</tr>
</tbody>
</table>

NAD Base Remuneration Factor of $4,160

Associate and Professor REM $4,323 (ERI: $163, 25%)
Appendix E. New Faculty Hiring Letter And Employment Form

E.1. Prototype Letter Of Hiring

June 30, 2007

Jean Valjean
24601 Rue de Bastille
Paris France Circa 1700s

Dear Mr. Valjean

On behalf of Walla Walla University, it gives me great pleasure to extend to you an official invitation to join our university family. The details of the appointment are summarized on the enclosed documents. Please look them over, and let me know if you have any questions. The chair of your department will outline your teaching assignment and other academic activities and will introduce you to our faculty governance system, in which I hope you will participate.

I want to assure you that this letter of invitation is an expression of the support the Walla Walla University faculty gives to your appointment and that I look forward to hearing that you have accepted the appointment as outlined in the enclosed document. To indicate your acceptance, simply sign both enclosed copies, retain one for your records, and return the other in the envelope provided. If you have any additional questions or comments, you are welcome to include a letter to Human Resources Director, Shane Voshell, stating those.

We look forward to hearing from you at your earliest convenience and to having you with us. We wish you God’s guidance and peace as you pray and plan with regard to this proposed transition.

Yours sincerely,

John McVay
President

Enclosures
XC: Vice President for Academic Administration
Department Chair
Director of Human Resources
E.2. New Faculty Employment Form

NAME:
DEPARTMENT:
RANK:
BEGINNING DATE:
ANNUAL SALARY RATE:
PROFESSIONAL ALLOWANCE:
REMUNERATION FACTOR:

TENURE STATUS

Permanent Tenure:
Tenure Track Year:
Non-Tenure Appointment:

SPECIAL CONDITIONS:

Date:

<table>
<thead>
<tr>
<th>Academic Dean</th>
<th>Date</th>
<th>Employee</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All appointments are subject to the provisions of the Bylaws of the Board of Trustees and of the Governance Handbook relating to employment

xc: Acad Admin, Payroll, ESR

<table>
<thead>
<tr>
<th>HR Director</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

1See Section 3.1.5.5, “Rank And Tenure” [50] for definition of terms
Appendix F. Travel Policy Guidelines And Procedures

Policies Update for 2007-2008

GENERAL GUIDELINES
Walla Walla University reimburses its employees for approved university related travel. The person responsible for the travel budget (such as the department chair) grants approval.

The Accounting Department encourages prepayment of airfares and where applicable, registration fees. Expenses for mileage and hotel, as well as per diem allowances, are to be submitted by the employee on an expense report when the trip is completed.

Expense reports should be submitted to Accounts Payable within a month of incurring the expenses, along with original receipts. Expense reports received after 6 months will be considered taxable income in accordance with federal regulations and must be approved prior to reimbursement by the department budget manager. All expense reports are subject to review by Administration. Reports submitted more than six months after the travel dates will generally be disallowed. Reimbursement will be given as electronic funds transfer on the first paycheck thereafter unless other arrangements have been made with Accounts Payable.

PLEASE NOTE: Convention approvals from Academic Administration will serve as authorization for expenditures. Each expenditure will be checked against the corresponding approval letter verifying that it pertains to the approved convention or professional development. The only signature required for these situations is the recipient’s, and the paperwork does not have to pass through Academic Administration for approval.

AIR AND GROUND TRANSPORTATION:
In order to stretch limited travel budgets, air travel arrangements are to be reserved at least 21 days in advance of the travel date if possible and in the most economical class available.

Walla Walla University’s travel guidelines allow frequent flyer rewards to be retained by the employee. However, for airfare which in aggregate costs in excess of $500, WWU requires the use of a WWU corporate purchase card whenever possible due to the 1% - 2% rebate that the University receives on all its purchases. If you or your supervisor do not have a WWU card, please contact Accounts Payable to make the purchase on your behalf.

University related air travel must follow the shortest most direct and economical route to the desired destinations.

The University will not reimburse you for use of personal frequent flier reward that is used for business purposes.

The use of taxis should be limited in favor of public transportation, downtown shuttle/bus service, or car rentals.

LAUNDRY EXPENSE:
LAUNDRY EXPENSE: A laundry expense allowance of $25 per week is available when an employee travels overseas for more than seven days at a time.

SPOUSE ACCOMPANIMENT:
As a general rule Walla Walla University does not reimburse travel costs for spouse accompaniment.

EXPENSE REPORTS:
Original itemized receipts are required. When you pay with a credit card, you will most likely receive two receipts: One that is itemized (usually white) and a second (usually yellow) copy that you sign. When you turn these in to Accounts Payable, be sure to include both. Always keep copies of what you turn in for your own records.

When copies of personal checks are submitted as proof of payment they must be either bank canceled or turned in with a copy of the appropriate bank statement showing the check has cleared.
The University complies with the Internal Revenue Service regulations for employee business expenses. The guidelines and procedures outlined below meet these regulations. Specific expenses need to be submitted as follows:

1. Passenger ticket or itinerary for travel including passenger name, purpose of trip, origin, destination, and cost. Electronic ticketing will need a confirmation or itinerary stating the price of the ticket and that it was paid. A boarding ticket with this information will also be accepted.

2. Itemized motel or hotel receipts are required and should be limited to a single room rate unless the room is shared with another authorized Walla Walla University employee. Any additional non-business related charges incurred, (e.g., non-approved spouse accompaniment, personal meals, entertainment and personal phone calls) are to be excluded from the expense report. Phone calls and other items that are business related should be marked accordingly.


4. For reimbursable meals, detailed receipts form restaurants are to include the name(s) of the person/people or group being entertained, and the business purpose or occasion. Meals that are lavish or extravagant will not be reimbursed and for this reason, a copy of the detailed items purchased is essential to be included in your reimbursement request.

5. Actual miles traveled in a privately owned car at current mileage rate. Only one set of mileage may be reported regardless of the number of passengers. See Section F.1, “Expense Report Rate Tables” for a mileage table and rates. If renting a car, attach gas receipts. Only mileage or gas will be reimbursed, never both.

6. No expense reports will be accepted for reimbursement until the approved trip has taken place with the exception of airfare or other advance travel reservations.

7. Do not include any expenses on your expense report that have been paid in advance by the University or that you have paid for with your WWU VISA card.

Expense Reports are available online at www.wallawalla.edu/resources/accounting/ in either Excel or PDF formats, which contain further instructions. For expense reports with mileage reimbursements, please use the Excel format whenever possible as it calculates the reimbursement amount automatically.

EMERGENCY CASH ADVANCES:
Emergency cash advances may be available under limited circumstances. Please see "Cash Advance Request Form" online for eligibility requirements.

LODGING WITH RELATIVES OR FRIENDS:
Occasionally employees stay with relatives or friends while traveling on University business to reduce travel costs. If some type of gratuity for the host is desired, the University employee may either:

1. Request Accounts Payable to send the host the amount allowed by policy. (See Section F.2, “Per Diem And Meal Reimbursement Policy” [135]). To do this, fill out a Check Request and be sure to include the name and address of the host.

2. Submit a receipt for a host gift of comparable value to the current hosting rates (see Section F.2, “Per Diem And Meal Reimbursement Policy” [135]).

UNIVERSITY VISA CARD:
All Faculty and staff who regularly make purchases or arrange travel for Walla Walla University are encouraged to obtain a WWU VISA card. This credit card is to be used for business purposes only. If you would like a credit card, please speak to your department chair and they may request one for you from Accounts Payable. Credit cards may also be obtained on a non-permanent basis for employees who only rarely need them. The use of personal credit cards for purchases in excess of $500 is strongly discouraged due to the 1% - 2% rebates that the university receives on its credit

1 If a single credit card transaction is required for an item which has both business and personal components, (e.g., the purchase of airline tickets for employee [business] and spouse [personal], the corporate card may be used if the business portion is either (a) 50% or greater of the total transaction amount, or (b) $500 or more in amount. The personal portion should be reimbursed to WWU at the time the credit card statement is turned in with a personal check in the full amount of the personal portion.
Travel Policy Guidelines And Procedures

card purchase program. The Accounts Payable office is available to make purchases by credit card for employees that do not have a WWU credit card available to them or their supervisor.

You should receive an e-mail notification that your monthly statement is ready by the 8th of the month. You will also receive a paper copy through the mail several days later. You need to attach an original itemized receipt for each item listed on your statement, sign, and return to Accounts Payable by the 20th of the month. When the card is used for traveling, you must fill in trip details in the "trip" section of the statement.

NOTE:

A. Airfare bills must show detailed itinerary.

B. Restaurant receipts must indicate the name(s) of the person(s) or group being entertained.

C. Signature of budget manager from other departments is needed if cross charging.

For purchases made on the web, please print out a copy of your order at the time of order. As this may be your only receipt, keep it as proof of purchase along with your confirmation-of-order e-mail.

If you lose your receipt, please call the place of purchase and request another copy. If you have tried and cannot obtain a receipt, please fill out a Missing Documentation Form, available on our web page, www.wallawalla.edu/resources/accounting. We must have backup for each and every purchase. Missing Documentation Forms can be used for purchases under $75, except for air travel and hotel.

If you mistakenly use your card for an unauthorized purchase, you must send a reimbursement check in with your statement. In the event that we do not receive payment we will automatically charge your personal account and it will be deducted from your next paycheck. Please note that personal purchases are not approved and repeated use of your credit card for personal purchases may result in your WWU credit card privileges being revoked.
F.1. Expense Report Rate Tables

Information Accurate As of January 2014

**Milage Rate:**
$0.43/mile (as of May 1, 2014)

Table F.1. Frequently Visited Cities and Accepted Mileage (round-trip):

<table>
<thead>
<tr>
<th>City</th>
<th>Mileage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boise, ID</td>
<td>496</td>
</tr>
<tr>
<td>Ellensburg, WA</td>
<td>320</td>
</tr>
<tr>
<td>Eugene, OR</td>
<td>702</td>
</tr>
<tr>
<td>Gladstone, OR</td>
<td>500</td>
</tr>
<tr>
<td>La Grande, OR</td>
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</tr>
<tr>
<td>Lewiston, ID</td>
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</tr>
<tr>
<td>Milton-Freewater, OR</td>
<td>18</td>
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<tr>
<td>Missoula, MT</td>
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<td>MiVoden, Hayden Lake, ID</td>
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<td>604</td>
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<td>Pasco, WA</td>
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<tr>
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</tr>
<tr>
<td>Pendleton, OR</td>
<td>74</td>
</tr>
<tr>
<td>Pendleton Airport, OR</td>
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<td>Port Angeles, WA</td>
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<td>Rosario Marine Station</td>
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<td>Salem, OR</td>
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<tr>
<td>Seattle, WA</td>
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<tr>
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</tr>
<tr>
<td>Vancouver, WA</td>
<td>496</td>
</tr>
<tr>
<td>Walla Walla, WA</td>
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<tr>
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<tr>
<td>Wenatchee, WA</td>
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<tr>
<td>Yakima, WA</td>
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Table F.2. Frequently Visited Academics and Accepted Milage (round trip):

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<thead>
<tr>
<th>Institution</th>
<th>Mileage</th>
</tr>
</thead>
<tbody>
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<td>Auburn</td>
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<td>Cascade Christian</td>
<td>356</td>
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<tr>
<td>Columbia Adventist</td>
<td>490</td>
</tr>
<tr>
<td>Gem State</td>
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<tr>
<td>Laurelwood</td>
<td>724</td>
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<tr>
<td>Livingstone</td>
<td>568</td>
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<tr>
<td>Location</td>
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<td>Mt. Ellis</td>
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<tr>
<td>Portland Adventist</td>
<td>462</td>
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<tr>
<td>Puget Sound</td>
<td>536</td>
</tr>
<tr>
<td>Upper Columbia</td>
<td>286</td>
</tr>
</tbody>
</table>

Alternatively, attach map with driving directions from the University to destination with corresponding mileage multiplied by two (2) for round trip and multiplied by current mileage rate.
F.2. Per Diem And Meal Reimbursement Policy

Effective February 25, 2013

A per diem is a daily travel allowance provided for authorized travel to cover meals and incidentals (such as laundry, cleaning, and tips for services) while traveling for business purposes. Travel expenses, such as bus and taxi fares, and business expenses, such as telephone and postage costs are not included in the per diem reimbursement and will be reimbursed separately. Qualifying expenses for travel will not be subject to tax if they are incurred for temporary travel away from the general area of the employee's home work location and an overnight stay is required. Not that per diems are not payable in advance.

Employees who travel with an overnight stay will be eligible for a daily per diem allowance on the following basis:

1. $44.00 per day or
2. $15.00 per day for no meals purchased (fully-entertained)

In order to be reimbursed for per diems employees must document on the "Purpose" line of the Employee Expense Reimbursement Report the following three elements that are required by the IRS in order for the per diem to be non-taxable:

1. Date and time of departure from home and arrival back home
2. Travel location(s)
3. Business purpose of travel

Travel Without an Overnight Stay

Please note that meals while traveling overnight are subject to IRS travel rules. Meals while on University business but not "away from home" are subject to IRS entertainment rules.

Under IRS travel rules, meals are an allowable travel expense only if the trip takes substantially longer than an ordinary day's work and one needs to get sleep or rest to meet the demands of the work while away from home. The travel rules allow the use of per diems to reimburse meals and incidentals in lieu of turning in actual receipts.

Under IRS entertainment rules, meals must meet the business requirement test to be reimbursable and must not be lavish or extravagant. Otherwise the meal is deemed a personal expenditure. To meet the business requirement test, the main purpose of the meal must be the active conduct of business for the general expectation of getting some specific business benefit either presently or at some future date. Meals with outside parties can generally meet this requirement. It is much harder to substantiate a meal between associates as there is generally no real business reason for conducting the discussion during the meal. Meals eaten alone are generally considered to be a personal expenditure.

Option A: Nontaxable Reimbursement – Meets Business Requirements Test

When an employee purchases a meal for the employee plus one or more outside parties in the active conduct of university business, the reimbursement for such meal will not be taxable. In order to qualify under this actual expense reimbursement program, receipts for the actual expenditures must be attached to the Employee Expense Reimbursement Report along with the names of the individuals present at the hosted meal and the purpose for the meeting and nature of the business discussion that took place. The cost of the meals must not be lavish or extravagant and tips in excess of 20% will not be reimbursed.

Option B: Taxable Reimbursement – All Other Meals

Employees who incur non-business (personal) meals on a day with out-of-town travel on university business will be reimbursed for their actual expenditures, on a taxable basis, not to exceed the following amounts:

1. $15.60 for 2 or more meals purchased
2. $8.00 for 1 meal purchased
Receipts must be attached which evidence the purchase of one or more meals.

**Example:**
Employee travels to Portland and back in one day. The employee spends $6 for breakfast, $10 for lunch and $13 for dinner. Maximum reimbursement of $15.60 applies. Employee needs only to attach two receipts since any combination of two receipts would exceed the $15.60 limitation. The reimbursement of personal meals is taxable and will be added to W-2 taxable wages.

**Per Diem Rates For Family Authorized Travel**
- $62.00 for 2 or more meals purchased by Worker and Spouse
- $40.00 for 1 meal purchased by Worker and Spouse
- $21.00 for no meals purchased (fully entertained)
- $21 for each dependent accompanying child

**Lodging with Relatives or Friends**
The University encourages employees to stay with friends, relatives or colleagues when traveling on university business. In consideration of the high cost of travel and limited departmental travel budgets, this is more cost effective compared to the cost of typical hotel accommodations. In recognition of the hospitality shown by a host/hostess the employee may wish to provide some type of gratuity as follows:

1. Purchase a gift (ex. meal, gift basket, flowers, etc). An expense report accompanied by receipt(s) for the cost of the gift(s) should be submitted to Accounts Payable. Reimbursement not to exceed the amount allowed by policy (set by Accounting – See #2 below).
2. Request Accounts Payable to send a check payable to the host, as follows:
   a. 40 per day if host fully entertains employee (employee claims a fully entertained per diem rate)
   b. $25 per day if employee purchases 1 or more meals for that day
Appendix G. Rank And Tenure Forms And Scholarship Guidelines

G.1. Dossier Forms

See http://wallawalla.edu/resources/forms/faculty-forms/.

G.2. Sample Evaluation Form Request

MEMORANDUM

DATE: 
TO: All Teaching Faculty
FROM: Academic Administration Office
SUBJECT: Course Evaluations

As voted by the faculty, each teacher should have at least three classes evaluated and sent to the Vice President for Academic Administration and department chair/school dean each year. Additional classes may be evaluated if you wish.

Please indicate below the classes you would like to have evaluated and the form you wish to use, and return this to the Academic Administration Office. Evaluation packets will be sent to you.

<table>
<thead>
<tr>
<th>COURSE PREFIX AND NUMBER:</th>
<th>COURSE PREFIX AND NUMBER:</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE:</td>
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<tr>
<td>CREDIT:</td>
<td>CREDIT:</td>
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<td>ENROLLMENT:</td>
<td>ENROLLMENT:</td>
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<td>(Circle one)</td>
<td>(Circle one)</td>
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</tbody>
</table>

Instructor's Signature:
The forms are briefly described on the reverse side of this page. The default is Form A for courses with an enrollment of 20 or less; Form B for courses with more than 20.

Form A is designed for small lecture/discussion courses. Items emphasize the clarity and quality of information transmitted, as well as the nature of the interaction between instructor and student.

Form B is designed for large lecture classes, with little or no in-class interaction between instructor and student. Items strongly emphasize the quality of course organization and information transmitted.

Form C is designed for seminar discussion classes which include a minimal amount of formal lecturing by the instructor. The items emphasize quality of discussion as well as course organization and interest level.

Form D is designed for those classes whose purpose is the teaching of problem-solving or heuristic methods. Clear explanations, dealing with student difficulties and quality of problems are emphasized.

Form E is designed for those classes which are skill oriented and in which students get “hands on” experiences related to future occupational demands. Such classes include clinical nursing, art studio, social-work field experience, etc.

Form G is designed for use in large lecture classes (such as those in math) which rely heavily on homework problems and a textbook. Emphasis is on the instructor’s ability to communicate with students, and the value of assigned problems and readings.

Form H is designed for lab sections generally taught in conjunction with classes in the physical sciences. Items emphasize the instructor’s ability to introduce meaningful questions, assist students, and deal with unexpected problems.

Form J is designed to evaluate instruction provided through clinical experience rather than traditional academic course work. Such courses are often found in the health professions or the arts. Items focus on the instructor’s ability to provide information, stimulate learning, and demonstrate skills.

Form K is designed for studio and design courses in which students work independently or in small groups to produce artistic, graphic, or other projects. Items on this form emphasize student skill development and quality of instructor guidance.
G.3. Definitions And Evaluation of Scholarship Activity

Definition of Scholarship Activity
Scholarship is creative intellectual activity or work that is “reviewed and judged to be meritorious and significant.”[1] Its results are documented and disseminated in an effective and reflective manner. It “requires a high level of discipline-specific expertise”[3] and is conducted with “clear goals, adequate preparation and appropriate methodology.”[1]

The definition of scholarly activity can be expanded beyond the traditional concept of original research. A broad view of scholarship will recognize and reward diversity in scholarly activity and foster, as stated in the University's mission statement, the unique gifts of individual faculty members.

In his report for the Carnegie Foundation for the Advancement of Teaching[2], Ernest Boyer asserts that “the work of the professoriate” might be thought of as having four separate, yet overlapping functions. These are the:

• Scholarship of Discovery
   Scholarly activity in this area comes closest to the traditional research that advances knowledge. Those engaged in the scholarship of discovery ask, “What is to be known, what is yet to be found?”[2] A non-exhaustive list of possible scholarly activities includes:
   1. Present at professional conferences, seminars, workshops, etc.
   2. Publish articles or books for peer-reviewed, professional and vetted forums
   3. Conduct scientific or technical research
   4. Create original works of art, plays, poetry, literature, music, or film
   5. Obtain a patent

• Scholarship of Integration
   The synthesis of information across disciplines and across topics within a discipline is the scholarship of integration. It is “work that seeks to interpret, draw together, and bring new insights to bear on original research.”[4] A non-exhaustive list of possible scholarly activities includes:
   1. Publish a comprehensive literature review
   2. Publish a textbook
   3. Design inter/cross-disciplinary courses
   4. Present a poster at a conference
   5. Contribute articles, essays or commentary for publication in a journal, magazine, newspaper, anthology, online publication
   6. Deliver an invited public lecture

• Scholarship of Application
   The scholarship of application goes beyond the service duties of a faculty and involves the rigor and application of disciplinary expertise with results that can be shared with and evaluated by peers.[2] A non-exhaustive list of possible scholarly activities includes:
   1. Consult for industry, government, or professional organizations
   2. Lead in professional organizations
   3. Organize, lead, or contribute to professional workshops, lectures, conferences, competitions, or seminars
   4. Organize and disseminate knowledge electronically
5. Perform an artistic, musical or dramatic work

• **Scholarship of Teaching**
  "Teaching, at its best, means not only transmitting knowledge, but transforming it and extending it as well."[2] Scholars of teaching will study teaching practices in order to achieve maximum learning. A non-exhaustive list of possible scholarly activities includes:

1. Advance learning theory through classroom research
2. Develop and test instructional materials
3. Design and implement program-level assessment systems
4. Develop new courses that are significant contributions to the departmental curriculum

The above lists of possible scholarly activities are not exhaustive. Should a faculty member wish to engage in a scholarly activity that is not included in the above lists, a proposal may be submitted to the Rank and Tenure Committee for review and comment before undertaking the scholarship.

**Evaluating Scholarship**

External review is an integral part of scholarly activities. Traditionally, external review is performed by peers when the scholarship is accepted by a peer-reviewed journal, by editors when the scholarship is accepted by a professional journal or a book publisher, or by conference organizers when the scholarship is invited or accepted for inclusion in a professional conference. Other forms of traditional review include a technical report, a juried art show, a juried recital, or a patent.

If a faculty member's scholarship has not been subjected to a traditional form of external review at least two external reviews must be included in the candidate's dossier. In consultation with the candidate's chair or dean, a candidate will choose appropriate experts from outside WWU. Along with the scholarly materials, the candidate will provide reviewers with a statement giving an overview of the scholarship, a description of how the scholarship relates to a broader agenda, and evidence of the materials' merit. Each external reviewer will complete a form reviewing one or more of the work products of the scholarship which will be included in the candidate's dossier. Rank and Tenure Committee will develop and maintain the review form in consultation with relevant departments and schools. Rank and Tenure Committee shall consult with, and may request additional information from, the candidate's chair or dean on questions regarding external reviews.

It is the faculty member's responsibility to demonstrate that their submitted work meets the standards of scholarly activity. A signed cover page may substitute for a technical report completed under non-disclosure agreement.

Regardless of the type of scholarly activities, the following general standards will be used to guide the Evaluation of the quality of the scholarship:

• **Clear Goals**
  1. The basic purpose of the work is stated.
  2. Realistic and achievable objectives are defined.
  3. Important questions in the field are identified.

• **Adequate Preparation**
  1. An understanding of existing scholarship in the field is demonstrated.
  2. The necessary skills are brought to the work.
  3. Resources that are necessary to move the project forward are brought together.
• **Appropriate Methods**
  1. Methods that are appropriate to the goals are used.
  2. Selected methods are applied effectively.
  3. Procedures are modified in response to changing circumstances.

• **Significant Results**
  1. The goals are achieved.
  2. The work adds consequentially to the field.
  3. The work opens additional areas for further exploration.

• **Effective Presentation**
  1. The work is presented effectively using an appropriate style.
  2. The work is communicated to the intended audiences using the appropriate forum.
  3. The work is presented with clarity and integrity.

• **Reflective Critique**
  1. The scholar critically evaluates the work.
  2. An appropriate breadth of evidence is brought to the scholar's critique of the work.
  3. The scholar's critique of the work can be used to improve the quality of future work.
  4. The scholar evaluates the contribution of the work to teaching.

Should a faculty member choose to include more than one scholarly activity classified as non-standard, only one needs to undergo the review process.

**References**


Appendix H. Discrimination And Harassment Policy And Procedure

WALLA WALLA UNIVERSITY
DISCRIMINATION AND HARRASSMENT POLICY AND PROCEDURE
EFFECTIVE OCTOBER 25, 2010

INTRODUCTION

Walla Walla University believes that every person is created in the image of God as a being of inestimable value and worth. Therefore, the university promotes respect and dignity for others, fostering an academic, work, and living environment that is free from discrimination and harassment.

The university seeks to maintain an environment that is free from all forms of discrimination, including harassment as defined in this policy. Discrimination or harassment in any form that is prohibited by law or university policy will not be tolerated.

Discrimination/harassment is prohibited by federal, state, and local laws including, but not limited to, Title VII of the Civil Rights Act of 1964; the Age Discrimination Act of 1975; and the Americans with Disabilities Act of 1990.

The free exercise of religion, guaranteed by the United States Constitution, includes the right to establish and maintain religious educational institutions. The university is incorporated in Washington State as a religious nonprofit corporation, owned and operated by the Seventh-day Adventist Church. Federal and state guidelines recognize the right of religious institutions, such as the university, to seek personnel and students who support the goals and practices espoused by the institution, including rights to give preference in employment of faculty and staff, and admission of students, to members of the church which sponsors the institution.

SCOPE

This policy applies to all members of the Walla Walla University campus community, while they are on university property or are participating in university related/sponsored activities off-campus.

DEFINITIONS

1. Campus community - all Walla Walla University employees, students, and volunteers.

2. Complainant - the person making a complaint of discrimination/harassment.

3. Alleged harasser - the person against whom the allegation or complaint of discrimination/harassment is made.

4. Allegation (concern/complaint) - a statement by a complainant that he/she believes an act of discrimination/harassment has, or may have, occurred. This notification may be verbal or in writing.

PROHIBITED CONDUCT

Discrimination
Disparate and unfair treatment of any individual because of his/her race, color, sex, national origin, age, or disability as defined by federal, state, or local laws is prohibited. This includes harassment and intimidation.

Discrimination also includes treating an employee with caregiving responsibilities differently based on their race, color, sex, national origin, age, or disability. Examples include, but are not limited to, treating male employees who are caregivers differently than female employees who are caregivers, limiting a pregnant employee’s job duties based on pregnancy-related stereotypes; or denying a male employee leave to care for his child when a female employee would be granted such leave.
Discrimination And Harassment Policy And Procedure

Harassment
Inappropriate conduct directed toward an individual or group because of his/her race, color, sex, religion, national origin, age, disability, sexual orientation or other protected group status as defined by federal, state, or local laws is prohibited. Conduct that is significant enough to alter an individual’s employment conditions, educational environment, living environment, or participation in a university activity, and that creates an intimidating, offensive, or hostile environment for employment, education, or participation in a university activity, is illegal and prohibited.

Harassing behavior is typically perceived by the receiver (or observer) as unwelcome and includes, but is not limited to, the use of verbal or practical jokes, unwelcome touching, offensive remarks or put-downs, or displays of objects and materials that create an offensive environment.

Sexual Harassment
Sexual harassment is behavior of a sexual nature that is unwelcome and offensive to the person or persons it is targeted toward. Examples of harassing behavior may include, but are not limited to, unwanted physical contact, foul language of an offensive sexual nature, sexual propositions, sexual jokes or remarks, obscene gestures, and displays of pornographic or sexually explicit pictures, drawings, or caricatures. Use of a personal computer or the employer's computer system for the purpose of viewing, displaying, or disseminating material that is sexual in nature may also constitute harassing behavior.

WHO CAN BRING AN ALLEGATION

Any member of the campus community who has been the recipient of, an observer of, or has knowledge of alleged discrimination/harassment by any university employee or student should submit a complaint.

A person does not have to be the direct target of harassment to submit a complaint. Harassing or discriminatory behavior involving others may be sufficiently offensive or disruptive to the work or academic environment, and should be reported.

Upon rare occasion the university may choose to investigate allegations of discrimination/harassment based on information received from individuals outside the campus community, or from sources such as anonymous report forms, letters, or phone calls. However, before any investigation is undertaken, the university will carefully consider the source and nature of the information received; the specificity of the information; the objectivity and credibility of the report's source; and whether individuals who were subjected to the alleged harassment can be identified. If the anonymous complaint contains enough detail about conduct that, if true, would clearly constitute discrimination or harassment, the complaint will be investigated to the best of the university's ability given the anonymous nature of the complaint.

University employees or students who become aware of potential discrimination/harassment of others in violation of this policy should report such conduct. Supervisors, faculty, and administrators have a legal obligation to promptly report instances of discrimination/harassment involving employees, students, or others to an administrator or other appropriate persons as indicated in this policy.

Once the university becomes aware of possible harassment/discrimination, the university will investigate the allegation and, where required, take prompt remedial action to ensure incidents do not occur again.

See University Employee Responsibilities on page 10 for more specific details regarding employee responsibilities.

HOW TO MAKE AN ALLEGATION

If a university employee or student believes he/she has seen, heard, or felt discrimination/harassment, he/she should pursue one or more of these options:

1. Ask the alleged harasser to cease the offending behavior. If the complainant feels comfortable speaking directly with the alleged harasser to address concerns and obtain an appropriate resolution, he/she is encouraged to do so.

   • Example #1 - One person makes a comment that offends another person. The complainant expresses their offense, the complainant and alleged harasser discuss it, and the issue is resolved to the satisfaction of both parties, and no subsequent incidents occur.
Discrimination And Harassment Policy And Procedure

- Example #2 - A person responsible for employees or students observes a minor isolated act of inappropriate behavior, addresses the situation, and it does not reoccur. It is recommended that both the complainant and the alleged harasser create a detailed record of the occurrence for their own records.

While this method of resolution may be desirable and successful in solving the immediate problem, the university will not be officially aware of the problem and thus will not take steps that might be appropriate to address broader concerns.

Individuals who choose not to address the alleged harasser directly, or who have not obtained a satisfactory resolution following such an attempt, are encouraged to utilize other options as outlined below.

2. Students may contact a counselor at Counseling and Testing Services of the Chaplain in Campus Ministries. Counselors can assist the student complainant in a counseling capacity. Because of their professional credentials, these counselors are immune from being compelled to divulge confidences. Any communication with these counselors is not considered official notification to the university, will remain confidential, and will not result in an investigation.

3. Report the issue to a designated university official. Report an issue involving a student to Vice President for Student Life and Mission in Kellogg Hall or dial (509) 527-2511 (on main campus dial ext. 2511).

Report an issue involving an employee or third party to the Director of Human Resources in the Haffner House (203 SW 4th Street) or dial (509) 527-2141 (on main campus dial ext. 2141).

These designated officials will receive official allegations, verbal or written, on behalf of the university and can assist the complainant in reporting the alleged incident. Reports may also be submitted anonymously. If a complainant prefers to speak to a particular gender when directly reporting to the Vice President of Student Life and Mission or the Director of Human Resources the complainant is encouraged to make a request at the time of reporting and an accommodation will be made.

4. Submit a "Notification of Concern Related to Discrimination or Harassment" form found at http://hr.wallawalla.edu/Harassment to the appropriate university officials themselves, without assistance.

5. Call 911 or Campus Security. When a complainant is in imminent danger of being harmed he/she should promptly dial 911. Campus Security may also be contacted at (509) 527-2222 (on main campus dial ext. 2222).

Reports of allegations of discrimination/harassment should be promptly reported. the university will take steps to stop alleged discrimination/harassment as soon as possible, but can only do so if it has knowledge of such behavior and the cooperation of those being affected.

The university will address reported and anonymous allegations of discrimination/harassment and seek a resolution.

When an allegation of discrimination/harassment involves a university student and a university employee, the complaint handling process will be determined based on consultation between the Vice President for Student Life and Mission and the Director of Human Resources. All investigations are conducted in consultation with the appropriate university departments and personnel.

Disciplinary or legal action may be imposed on a university employee who has a duty to act under this policy, and who fails to respond to an allegation, observation, or report of discrimination/harassment as indicated in this policy.

The university does not prevent an individual from filing a complaint with an external agency, but it cannot extend time limits imposed on or by those agencies which are bound by law to handle only recent complaints.

THE COMPLAINT HANDLING PROCESS

Once the university has knowledge of potentially discriminatory or harassing behavior, an investigation will commence to evaluate the allegations, formulate a response that addresses the facts as they are revealed, determine if there is sufficient evidence of violation of policy or law, and ensure necessary action steps are completed.
Discrimination And Harassment Policy And Procedure

Conduct alleged to constitute discrimination will be evaluated according to federal, state, and local laws, as well as university policy. Conduct alleged to constitute harassment will be evaluated according to university policy and required legal standards.

The university will take reasonable steps to investigate allegations irrespective of when they occurred, but urges prompt reporting so that concerns can be fully and expeditiously resolved.

Method of Handling a Complaint

1. The designated university official—the Vice President for Student Life and Mission (students) or the Director of Human Resources (employees/vendors) will determine if the matter can be resolved informally between both parties. If not, the designated university official will investigate or select an "Investigator," a qualified individual who will conduct the investigation.

If the report involves the designated university official, the President will select a qualified investigator. The Investigator will document the allegation, gathering and maintaining all details.

In appropriate cases, the Investigator may be selected from outside of the university.

2. As soon as practical, the Investigator will inform the complainant of the process before proceeding with the investigation and before the alleged harasser is informed of the complaint and the complaint handling process. The complainant and alleged harasser will be provided with a copy of the Discrimination and Harassment Policy and Procedure document. The alleged harasser will be informed of the concerns. Both parties will be given the opportunity to present verbal and written documentation, and information on witnesses regarding the allegation. The investigation will be a fact-finding inquiry.

The Investigator, upon request, may allow another individual observer (co-worker, friend, family member), excluding legal counsel, to accompany the complainant, alleged harasser, or witnesses during investigatory interviews.

The Investigator will inform the complainant, alleged harasser, witnesses, and other involved individuals of the prohibition against retaliation and reprisal, and of the need for confidentiality. The Investigator will consult, where appropriate, with the Vice President who oversees the alleged harasser's group or area to review questions and documents that might be relevant to the circumstances.

The Investigator may inform the complainant and alleged harasser of the status of the investigation at reasonable times until final disposition of the investigatory report.

3. the Vice President who oversees the alleged harasser's group or area (and Human Resources Director if involving a university employee), to determine what corrective action should be taken. Corrective action, if any, will be based on the seriousness of the offense, the alleged harasser's prior history, and other relevant circumstances. See "Outcome of Complaint Handling Process" below.

Before a final decision is made or corrective action is taken, a written summary of allegations will be delivered to the alleged harasser for his/her opportunity to respond (within a reasonable time to be determined by the Investigator).

4. Charges not substantiated (not likely a policy violation) by the investigation will be maintained in a general investigation file with no record included in the alleged harasser's student/personnel file unless proven relevant to subsequent substantiated discrimination/harassment charges, retaliation, or if the alleged harasser chooses to have the findings filed. All appropriate entities that were involved in the investigatory process will be notified of the findings.

5. A final report that includes, but is not limited to, observations on credibility, factual findings, and remedial actions will be confidentially recorded and filed in the Human Resources Department (employees) and Student Life and Mission office (students).

6. Upon resolution of the investigation, all investigative reports, notes, evidence, and records will be maintained confidentially within Student Life and Mission office (students) or Human Resources Office (employees/vendors) in case they are needed for investigation and response to other allegations, or for legal process.
Information discovered during the investigatory process will be disclosed to others only on a need-to-know basis as determined by the university.

**Outcome of Complaint Handling Process**
Possible outcomes of the complaint handling process include:

1. A determination that the allegations cannot be substantiated.
2. A negotiated resolution of the allegation.
3. A determination that a violation of the policy has not occurred, but inappropriate actions/behaviors have occurred which may merit corrective action.
4. A determination that a violation of the policy has occurred.

When a violation of the university's policy is established, and a final report has been completed, corrective action shall be:

1. Rapid and appropriate to decrease the chance of recurrence.
2. Reasonably related to the gravity and/or frequency of the violation or violations.

The university shall take whatever corrective action it considers appropriate under the circumstances, including but not limited to counseling, training, reprimand, suspension, transfer, expulsion, or termination.

Corrective action for university faculty will be considered with reference to the Faculty Governance Policy on Termination and Nonrenewal of Faculty Appointments.

Violation of criminal law will be reported to the appropriate legal authorities.

**APPEAL**

If the alleged harasser does not agree with the final determination, he/she may file an appeal by following the procedures outlined in their respective handbook based on their status (faculty, staff, or student).

**CONFIDENTIALITY**

Confidentiality is essential for investigation and resolution of discrimination/harassment allegations. Although confidentiality cannot be guaranteed, the interest of both the complainant and the alleged harasser will be protected, to the extent possible, as information is gathered and evaluated.

Therefore, participants in the investigatory and resolution process are authorized to discuss the case only with those individuals who have a legitimate need-to-know. Any questions regarding confidentiality, including who has a need-to-know in a particular case, should be directed to the Student Life and Mission office (students) or Human Resources Department (employees/vendors).

University employees or students who disclose information obtained during the reporting, investigation, or resolution process to individuals not in the need-to-know chain may be subject to corrective action.

The Investigator is authorized to disclose any relevant confidential information gathered during his or her investigation to the appropriate university officials if he or she believes there has been a possible violation of law or university policies.

**RETLATION**

Retaliation against a person who alleges, assists someone with an allegation, or participates in any manner is an investigation or resolution of an allegation related to discrimination/harassment is prohibited.
Discrimination And Harassment Policy And Procedure

Retaliation includes threats, intimidation, reprisals, and/or adverse actions related to employment or education.

Any person subjected to continued discrimination/harassment or retaliation is responsible to promptly report the behavior to a designated university official.

CONFLICT OF INTEREST

If at any time during an investigation of discrimination/harassment the Investigator believes that he/she can no longer investigate in an appropriate or impartial manner, he/she may ask that a new Investigator be appointed.

Similarly, if senior administration believes that the Investigator may no longer conduct the investigation in a proper and impartial manner, he/she may appoint another Investigator.

HARASSMENT BY VENDORS, CONTRACTORS AND THIRD PARTIES

If a member of the campus community feels he/she has been harassed by an individual who is not a current member of the campus community, he/she should report the alleged discrimination/harassment following the procedures listed under the section called “HOW TO MAKE AN ALLEGATION” [143].

If the university determines that a third party has harassed a member of the campus community, the university will take corrective action, including reporting violations of criminal law to the appropriate legal authorities.

FALSE AND/OR MISLEADING ACCUSATIONS

Members of the campus community who make false and/or misleading assertions of discrimination/harassment in bad faith, will be subject to investigation and corrective action as appropriate.

EDUCATION AND PREVENTION

The university will provide education and training programs to promote awareness and prevention of discrimination/harassment. Informational materials about the university's Discrimination and Harassment Policy will be provided to the campus community during orientations. Copies of the policy will be posted on the university's website. The policy will also be disseminated annually to all employees and students.

The university will also provide training for appropriate personnel in conducting investigations, taking prompt and remedial actions, and management and implementation of the reporting procedure.

FREE SPEECH AND ACADEMIC FREEDOM

This policy is intended to complement descriptions found in the Governance Handbook that support free speech and academic freedom on the university campus. It should not be construed to limit the scholarly, educational, or artistic content of written, oral, or other presentations or discussions.

The university encourages meaningful, candid discussions in the classroom and other academic settings. this policy is intended to protect the campus community from harassment, not to regulate speech or academic freedom. However, freedom of speech and academic freedom are not boundless, and do not protect speech or expressive conduct that violates state or federal law. True academic freedom and free speech require an environment in which civility and mutual respect is upheld.

CONSENTING RELATIONSHIPS

Relationships Between Individuals in Inherently Unequal Positions

As a Seventh-day Adventist institution, WWU expects the highest standards of professional conduct and integrity among faculty, staff, and students.

There are special risks in any romantic or sexual relationship between individuals in inherently unequal positions, and parties in such a relationship assume those risks. In the university context, such positions include (but are not limited
Discrimination And Harassment Policy And Procedure

to) teacher and student, supervisor and employee (includes student employees), senior faculty and junior faculty, mentor and mentee, adviser and advisee, coach and athlete, and individuals who supervise the day-to-day student living environment and student residents. Because of the potential for conflict of interest, exploitation, favoritism, and bias, such relationships may undermine the real or perceived integrity of the supervision and evaluation provided, and the trust inherent particularly in the teacher-student context. They may, moreover, be less consensual than the individual whose position confers power or authority believes. The relationship is likely to be perceived in different ways by each of the parties to it, especially in retrospect.

Moreover, such relationships may harm or injure others in the academic or work environment. Relationships in which one party is in a position to review the work or influence the career of the other may provide grounds for complaint by third parties when that relationship gives undue access or advantage, restricts opportunities, or creates a perception of these problems. Furthermore, circumstances may change, and conduct that was previously welcome may become unwelcome. Even when both parties have consented at the outset to a romantic involvement, this past consent does not remove grounds for a charge based on subsequent unwelcome conduct.

**Expectations When a Relationship of Inequality Exists**
Where a relationship between individuals in unequal positions exists, the person in the position of greater authority or power will bear the primary burden of accountability, and must ensure through recusal that he or she does not exercise any supervisory or evaluative function over the other person in the relationship. When recusal is required, the recusing party must notify his/her department head or supervisor so that the department head or supervisor, in consultation with the recusing party, can identify alternate supervisory or evaluative arrangements to be put in place. Department heads will report recusals and the planned response to the Human Resources Director. Failure to comply with these recusal and notification requirements is a violation of this policy, and therefore grounds for corrective action up to and including termination for cause.

**Romantic Relationship Between Teacher and Student**
At a university, the role of the teacher is multifaceted, including serving as intellectual guide, counselor, mentor and adviser; the teacher's influence and authority extend far beyond the classroom. Consequently and as a general premise, the university believes that a romantic relationship between a teacher and a student, even where consensual and whether or not the student would otherwise be subject to supervision or evaluation by the teacher, is inconsistent with the proper role of the teacher, and should be avoided. The university therefore strongly discourages such relationships. When such a relationship exists, faculty must follow the required notification guidelines discussed in the previous paragraph.

**Other Important Considerations in Consenting Relationships**
All employees of the university are expected to model the guidelines for sexual behavior as outlined by the Seventh-day Adventist Church. Therefore, any sexual relationship outside of marriage is grounds for corrective action up to and including termination for cause.

Allegations that arise from alleged consenting relationships will be subject to investigation.

**UNIVERSITY EMPLOYEE RESPONSIBILITIES**

University employees who become aware of potential discrimination/harassment of others, either directly or indirectly, in violation of this policy should report such conduct. Failure to act according to the provisions of this policy may result in corrective action.

Supervisors, faculty, and administrators have a legal obligation to promptly report instances of discrimination/harassment involving employees, students, or others to a designated university official or other appropriate persons as indicated in this policy. This reporting should include specific details, preferably in writing, of what has been observed or heard.

Administrators, supervisors, or faculty members must contact the Vice President for Student Life and Mission (for situations involving students) or the Director of Human Resources (for situations involving employees) to report incidents that might reasonably be construed as possible discrimination/ harassment.

This obligation exists even if the complainant requests that no action be taken.
It is not the responsibility of the complainant to correct the situation. Proper university offices must be contacted. The university has an affirmative legal obligation to address all perceived complaints of discrimination or harassment whether they initially appear to be valid or significant.

Administrators, supervisors, and faculty members also have the legal responsibility to protect a complainant from continued discrimination/harassment or retaliation. They must also protect persons accused of discrimination/harassment from potential damage by false allegations. Administrators, supervisors, and faculty members will be held accountable to do so by the university, and also can be legally liable for not properly responding to and taking necessary steps to prevent or stop discrimination/harassment as defined in this policy. Administrators, supervisors, and faculty members are responsible for informing their employees and students of this policy.
Appendix I. Drug-Free Campus And Workplace

DRUG-FREE CAMPUS AND WORKPLACE
POLICY AND PROCEDURES

I. POLICY STATEMENT

a. Walla Walla University is committed to an environment of learning that supports the fullest possible human development. To achieve this goal, the University holds that a drug-free lifestyle is essential and thus maintains policies that seek an alcohol-, tobacco-, and drug-free campus environment. Employees, whether faculty, staff or students, are expected to practice this lifestyle while in the buildings, on the grounds, and on off-campus sites during a school-sponsored activity, e.g., field trips, club functions, sponsored gatherings in faculty/staff homes.

b. In addition, Walla Walla University maintains a drug-free workplace in harmony with the laws of the land. In particular, the following laws apply:

1. The Drug-Free Workplace Act of 1988, which prohibits "the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance in the workplace."

2. The Drug-Free Schools and Communities Act Amendment of 1989, which "clearly prohibits, at a minimum, the unlawful possession, use or distribution of illicit drugs and alcohol by students and employees on its property or as part of any of its activities."

c. GOVERNMENT GRANTS
Employees working on projects funded by federal agencies will be provided a copy of the Drug-Free Workplace Act and will be required to sign a statement saying they have read and understand the policy and agree to abide by it as a condition of continued employment.

d. SAFETY SENSITIVE POSITIONS
Employees holding safety sensitive positions, e.g., in aviation and transportation, will be included in drug testing in fulfillment of Federal agencies' requirements.

e. STUDENTS
Students working as employees are covered under this policy while on duty. Students are otherwise covered by the Student Drug-Free Campus Policy and Student Handbook.

II. PREVENTION
Walla Walla University promotes activities and programs to assist its students and employees in maintaining a drug-free lifestyle. These include intellectual development, spiritual activities, social events, emotional support, and employee wellness. Employees are encouraged to participate in campus and community drug prevention activities. Specific information concerning drug awareness, identifying and avoiding high risk situations for drug use, and the dangers of drug use and abuse is provided by the Student Assistance Program in conjunction with other campus departments.

III. EMPLOYEE ASSISTANCE
The University will assist its employees in living a drug-free lifestyle. A counselor is provided who is qualified to do alcohol/drug assessments and individual counseling, and to make referrals for more in-depth therapy and rehabilitation on an outpatient or inpatient basis to approved/licensed treatment programs. Such assistance is provided with a maximum of confidentiality to protect the employee. Community organizations can also give assistance to the employee who might wish to seek off-campus help. Employees who believe they are having problems with alcohol or other drugs are encouraged voluntarily to seek assistance.
The University also encourages and provides access to support networks which can assist employees in remaining drug free. A resource library of books, brochures and video tapes are available through the Student Assistance Program. More information or an appointment for assistance can be obtained by calling the Chemical Dependency Counselor.

For financial assistance refer to the Health Care Assistance Plan or the optional student insurance plan.

IV. DETECTION
If an employee is suspected of using controlled substances or alcohol, the appropriate supervisor will gather and document in writing all supporting information, giving reasons for suspicion. The supervisor will then consult with the President or the President's designee. Authorization by the President or the designee is required for a further investigation or search, or for drug testing.

The University reserves the right to investigate employees where reasonable suspicion exists of controlled substance or alcohol use. This includes the right to search an office, locker, or dormitory room, and the right to require drug testing. If a search is to be made, it will be made by an administrator designated by the President with a second administrator as witness.

The University will cooperate with law enforcement officials when the unlawful use or possession of a controlled substance is discovered. The University will confiscate the item(s) and deliver such to proper authorities and may prosecute the offender. These actions are in keeping with legislation that clearly prohibits the possession, use, or distribution of illicit drugs by students and employees on university property or as a part of any university activities.

TESTING
Drug testing for those holding safety sensitive positions, e.g., in aviation and transportation, will be in accordance with Federal agencies' requirements.

In the event that a drug test is positive, a second confirmation test will be made. The University conducts any drug screening under the direction of the Campus Health and Wellness and uses only laboratories certified to do drug screening tests. Federal agencies governing safety sensitive positions may require the services of a Medical Review Officer (MRO). In addition, in the case of an employee who is or has been in a drug treatment program, or is under an agreement for continued employment as a result of response to violations, drug testing can be required following a subsequent relapse or breaking of the agreement.

The entire process of drug investigation will be treated in accordance with federal and Washington state laws.

V. CONFIDENTIALITY
All drug investigation and drug testing information is confidential. A Medical Review Officer Campus Health and Wellness Director relates to employees under the usual confidential doctor-patient relationship and so maintains all drug testing information, with the provision that if there is no reasonable medical evidence supporting a positive result, such result will be disclosed to the referring supervisor. If it is determined with reasonable certainty that there is a legitimate medical or other reason supporting positive laboratory findings, no information identifying the specific employee will be disclosed. Any medical information provided will be treated as confidential.

PERSONNEL ACTIONS
All records and information of personnel actions taken on employees under investigation, or discipline, shall be maintained by the President or the President's designee in a secure, locked file. Only the President and the designee shall have access to them; any compilation of statistical reports shall be handled in an anonymous manner

VI. RESPONSE TO VIOLATIONS
A. TOBACCO
The use of tobacco on campus or in the workplace is cause for review of continued employment. Employees using tobacco are encouraged to seek assistance through the Chemical Dependency Counselor or other professionals that are available on campus and in the community.
B. CONTROLLED SUBSTANCE AND ALCOHOL
The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance on campus or in the workplace is grounds for a full range of discipline up to and including dismissal from employment under the policies of termination of an employee.

The employee who is determined to be using controlled substances or alcohol will be referred to the campus Chemical Dependency Counselor or another certified chemical dependency counselor for professional assessment. A decision will be made by the employee and administration as to continuation of employment and/or the desirability of treatment on the basis of the assessment recommendation. The employee will have the option to follow the assessment recommendations or to resign from employment.

If continued employment is planned, at the conclusion of treatment an agreement for continuing employment will be developed with the employee. The employee is expected to remain drug free. Subsequent relapse or breaking of the agreement may result in terminating employment. The University reserves the right to terminate employment following completion of therapy and rehabilitation if the administration judges that such would be in the best interest of the institution.

Dismissal procedures will follow guidelines under the policy of termination of a faculty member for adequate cause or the policies for termination of other employees. (See Section 3.1.5.9, “Termination Of Service” or FINANCIAL POLICIES FOR HOURLY EMPLOYEES for procedures).

C. PROFESSIONAL ASSISTANCE
When professional assistance is recommended as a result of the assessment of employees, the University will provide that assistance to them within the limits of the Health Care Assistance Plan for those entitled to that benefit. Student employees should refer to the Student Assistance Program and optional student insurance plan.

VII. CONVICTIONS OF CRIMINAL DRUG STATUTE VIOLATIONS
If an employee is convicted of any criminal drug statute violation in the workplace, that employee is obligated to notify the University through the immediate work supervisor no later than five (5) calendar days after such conviction. Failure to give such notification may be grounds for termination of employment. The supervisor is responsible for notifying the appropriate vice-president or the Director of Human Resources immediately. Within thirty (30) calendar days of receiving notice the employee is to be provided professional assessment with the option to choose to cease from the use of controlled substance or to resign from employment as provided in the Response To Violation section in this policy.

If the wages of the employee are supported by a federal agency, the agency is to be notified within ten (10) calendar days of receiving such notice of criminal drug statute conviction. The Director of Human Resources or a vice-president will notify the appropriate agency as required.

VIII. DEFINITIONS

**ASSESSMENT**
a clinical impression of frequency and severity of drug involvement as determined by qualified chemical dependency counselor which leads to recommendations as to needed actions to halt substance abuse.

**CAMPUS/WORKPLACE**
Walla Walla University's buildings and grounds, and off-campus sites used by the University in any university-sponsored activity, e.g., field trips, club functions, sponsored gatherings in faculty/staff homes.

**CONTROLLED SUBSTANCE**
a substance placed under Federal law (21 U.S.C. 812) for control or dispensing. This placement is based upon the substance's medical use, potential for abuse, and potential for leading to physical or psychological dependency.

**CRIMINAL DRUG STATUTE**
a federal law relative to the manufacture, distribution, dispensing, possession, or use of a controlled substance.
CONVICTION a finding of guilt (including a plea of nolo contendere) or imposition of sentence, or both, by a judicial body charged with the responsibility to determine violations of federal or state criminal drug statutes.

DRUG-FREE CAMPUS campus buildings and grounds as well as off-campus sites used for a school-sponsored activity, e.g., field trips, club functions, sponsored gathering in faculty/staff homes.

DRUG-FREE LIFESTYLE avoidance of mind-altering drugs such as alcohol, tobacco, and controlled substances.

DRUG-FREE WORKPLACE defined by the Federal government as company property.

EMPLOYEE faculty, non-teaching salaried staff, hour-time workers, contract teachers, and student employees of Walla Walla University.

FEDERAL AGENCY any department, agency, or unit of the federal government.

MEDICAL REVIEW OFFICER a physician knowledgeable in the medical use of prescription drugs and the pharmacology and toxicology of illicit drugs. The MRO will be used where required by government agencies for drug testing. The primary responsibility of the MRO is to review and interpret positive test results which may be obtained from such analysis in order to determine whether alternate medical explanations could account for the positive test results.

REASONABLE SUSPICION suspicion based upon at least one of the following: (1) observable phenomena such as direct observation of drug use or possession and/or physical symptoms of being under the influence of a drug; (2) a pattern of abnormal conduct or erratic behavior; (3) arrest or conviction for a drug-related offense or identification of an employee as the focus of a criminal investigation into illegal drug possession, use, or trafficking; (4) information provided by reliable and credible sources or independently corroborated; (5) newly discovered evidence that an employee has tampered with a previous drug test. Reasonable suspicion does not require certainty, but mere "hunches" are not sufficient to meet this standard.

SENSITIVE POSITIONS jobs with responsibilities that are designated by federal or state agencies to require drug testing in order to assure public welfare and safety.
Appendix J. Campus Copyright And Intellectual Property Policies

J.1. Campus Copyright Policies

CAMPUS COPYRIGHT POLICY

An ad hoc Copyright Committee was created in the summer of 1989 to discuss the Copyright Act of 1976 and the problem of educators' needs versus the rights of publishers and producers. The following concerns were discussed by the committee:

1. Problems associated with the lack of specific, practical guidance on what copying falls within fair use.
2. Rights of publishers and media producers to preserve their time and monetary investments and the needs of educators to make appropriate materials available to their students.
3. Abuses in the use of copyrighted materials which may result in legal action against individuals, departments, and institutions.
4. Ethical issues as related to the copyright law.

To inform faculty and staff of these issues and to provide direction, the following guideline series has been complied:

1. Section J.1.1, “Copying Software” [154]
2. Section J.1.2, “Using Videotapes” [155]
4. Section J.1.4, “Audiovisual Works” [156]
5. Section J.1.5, “Photocopying Copyrighted Materials” [157]

J.1.1. Copying Software

First in the Copyright Series

You may:

1. Copy software for archival (backup) purposes.

You may not:

1. Buy some software and copy it for use by several people at the same time.
2. Buy some software and loan it to your friends, while you keep using the original copy.
3. Buy some software and sell copies of it.

Some companies allow you to:

1. Buy a single copy of software and place a copy on your computer at home and at the office, as long as both copies are not used at the same time.
2. Pay a flat fee and use the software anywhere at a given location.

3. Buy one full copy and then pay a small fee for each additional computer that will use the software.

Generally:
A good guideline on copying software is to treat it like a book. For instance, a piece of software may typically be used by any number of people and on any number of computer locations, as long as there is no possibility of its being used by more than one person at a time at different computers, just as a book cannot be read by two people at different locations at the same time.

If you have any questions, call the companies.

**J.1.2. Using Videotapes**

*Second in the Copyright Series*

You may:

1. Show a legitimate rented video once to students in a classroom, unless multiple showings are permitted in the rental agreement.

2. Show a pre-recorded videotape labeled For Home Use Only to teachers and students in a regularly-scheduled course, for instructional purposes only.

3. Copy a videotape for instructional purposes when permission has been granted in writing by the copyright holder, specifically for that purpose.

4. Retain and use legitimate copies of videotapes as authorized by the copyright holder, or as specifically permitted under the Fair Use guidelines.

You may not:

1. Show any videotape that is not a legitimate copy.

2. Retain and use an off-air recording beyond that permitted under the Off-air Recording guidelines.

3. Copy a copyrighted videotape for any reason unless approval is specifically granted in writing by the copyright holder.

4. Show a videotape labeled For Home Use Only to any group of individuals aside from a regularly-scheduled course and classroom.

5. Show in any university-related facility a For Home Use Only videotape for entertainment, recreation, or cultural values. This prohibition includes club sponsored activities or fund-raising programs.

6. Allow any individual other than the instructor and those registered for the course to view a legitimate showing of a videotape labeled For Home Use Only.

**J.1.3. Off-Air Taping**

*Third in the Copyright Series*

Guidelines for Commercial Broadcasts

You may:

1. For educational purposes, videotape a TV program and retain it for forty-five (45) consecutive days. Be sure to include the copyright notice on the recording. After forty-five (45) days the recording must be erased.
2. Show a videotaped recording twice in one course during the first ten (10) days of the retention period.

3. Hold the tape for the rest of the forty-five-day period to decide whether to seek licensing.

You may not:

1. Alter videotaped recordings from their original content or physically or electronically combine or merge videotapes to create teaching anthologies or compilations.

Guidelines for Non-Commercial Broadcasts

You may:

1. For educational purposes, videotape a program and retain it for seven (7) days.

2. Show the recording, for educational purposes, any number of times during the seven-day period.

You may not:
Show the videotape recorded off-the-air for entertainment, recreation, or cultural values, in any university-related facility. This prohibition includes club sponsored activities or fund-raising events.

Contact the TV License Center, 5447 North Ravenswood Ave., Chicago, IL 60640, in advance, for written permission concerning exceptions to these guidelines.

J.1.4. Audiovisual Works

Fourth in the Copyright Series

You may:

1. Create a slide or overhead transparency series from multiple sources as long as creation does not exceed ten (10) percent of photographs in one source (book, magazine, filmstrip, etc.), unless the source forbids photographic reproduction.

2. Create a single overhead transparency from a single page of a consumable workbook.

3. Reproduce selected slides from a series if reproduction does not exceed ten (10) percent of the work or constitute its essence.

4. Excerpt sections of a film for a locally-produced videotape (not to be shown over cable) if the excerpt does not exceed ten (10) percent of the work or constitute its essence.

5. Narrate on tape, and then duplicate, stories or literary excerpts as long as similar materials are not available for sale.

You may not:

1. Duplicate tapes unless reproduction rights were given at time of purchase.

2. Reproduce musical works or convert to another format (e.g., record to tape).

3. Reproduce commercial ditto masters, individually or in sets (including multimedia kits) if they are available for sale separately.

4. Reproduce any copyrighted AV work in its entirety.

5. Convert one media format to another (e.g., film to videotape, even though the University has purchased the film) unless permission is secured in writing from the copyright holder.

6. Salvage useful frames from a discarded filmstrip to use for personal purposes.
7. Tape the audio portion of a televised documentary for later playback.

**J.1.5. Photocopying Copyrighted Materials**

*Fifth in the Copyright Series*

**You may:**

1. For personal research make a single copy of a chapter, article, short story, essay, short poem, cartoon, etc.

2. Make multiple copies (one copy per student) provided that:
   a. The portion copied is brief and the copying is spontaneous.
   b. Copies will be used for only one course during one term.
   c. Only one excerpt from an author or no more than three excerpts from the same collective work or periodical volume are made during one class term.


4. Copy without restriction materials with copyright dates prior to 1906.

**You must:**

1. Include the full bibliographic citation on the material copied.

**You may not:**

1. Create your own anthology or compilations using photocopied materials.

2. Copy from works intended to be consumable in the course of study or teaching.

3. Copy to substitute for purchase of books, publishers' reprints, or periodicals.

4. Copy the same item from term to term.

5. Direct all your students to copy an item for class use.

6. Charge students for anything beyond actual costs of photocopying.

**Generally:**

You may write to the publisher and seek permission to copy specific materials repeatedly for your classes from term to term or to have them placed on permanent reserve at the library. Photocopying should not have a significant detrimental impact on the market for the copyrighted work. To place photocopies on reserve, please refer to the Reserve Guidelines provided by the library staff.
J.2. Intellectual Property Policy

Walla Walla University
Intellectual Properties Policy

Outline and Scope

1. Introduction
2. University Approval and Support
   a. University Approval of IP Development Using University Resources
   b. University Approval of Outside Grants
   c. University Institutional Support of IP
   d. Rights and Responsibilities re IP Development
3. Determination of Ownership
   a. IP Resulting from Normal and Customary Support
   b. IP Resulting from Faculty Grants
   c. University Share of Revenues on Highly-Successful IPs
   d. Exploitation of IP Under University Aegis
   e. IP Resulting from University-Sponsored and Assigned Work
   f. IP Produced "for Hire"
   g. IP Resulting from Work Support by an Outside Agency
   h. IP Rights and Students
   i. Rights When Employee Moves to New Employment
4. Revenue Distribution
5. Dispute Resolution
6. Respecting the Right of Third Parties
7. Miscellaneous
   • Appendix A: Definitions
   • Appendix B: Ethical Standards

1. Introduction
This Policy governs all development and creation of Intellectual Property (IP) by anyone defined as a University "Employee" pursuant to this Policy. An "Employee" may be, without limitation, a faculty member, other employee, a graduate teaching or research assistant, a visiting scientist, a researchers or a paid student, and may include individuals who are not "employees" under applicable law.

Intellectual property (IP) represents the inherent value produced by human creativity and invention, protected by law from unauthorized exploitation by others, and includes patents, copyrights, trademarks, trade secrets and other proprietary information.

Walla Walla University (the University) is a Seventh-day Adventist teaching university. Direct education of students at the post-secondary level is its primary function. However, IP development may be a product of any intellectual activity, and its pursuit and development enriches the atmosphere and intellectual climate of the University for each of its constituencies. It therefore serves as an important aspect of the fulfillment of the University's function, rather than an end to itself. This IP Policy is intended to encourage an atmosphere conducive to research and the development of IP in the context of the University's primary role as an institution of higher education and as an organization representative of the Seventh-day Adventist Church.

It is important to each constituency of the University that there is a clearly communicated, uniformly applied policy and procedure for the administration and ownership of IP generated by the activities of its faculty and other Employees. This Policy is established to assist the development and fruition of Employee's ideas within a framework of mutual trust and collegiality, and to ensure that the University's primary obligations to its students and other constituencies are protected.

This Policy reflects the following general principles:
a. The development of IP by faculty and other Employees is subject to the approval of the University;

b. Generally such IP will be owned by the faculty or other Employees who created it; and

c. In many circumstances, the University will be reimbursed the cost of direct support it provided for the creation of such IP out of one-half of the first revenues generated by such IP.

Nothing in this Policy shall be construed to overrule or ignore current law, or to reverse existing University policies regarding existing IP. This Policy supersedes and replaces all prior IP policies with regard to IP produced after its adoption.

The University may, by contract in a specific instance, agree to terms, including the allocation of IP rights between the University and one or more third parties, such as Employees and/or students, that are different from those set out in this Policy.

2. University Approval and Support

a. University Approval of IP Development Using University Resources
   Each Employee must obtain prior written approval from the University for any IP development that would involve the material use of University resources, including facilities, supplies or personnel, including work by the Employee during hours of regular employment. To seek such approval, the Employee must submit a written request, containing all relevant information, to the University Vice President with immediate authority over the Employee. The terms of approval must include a specific plan for reimbursing the University the cost of all direct support, including all salaries and wages allotted to the time University personnel spend on the IP development.

b. University Approval of Outside Grants
   The University anticipates that normally it will grant permission for Employees to seek outside grants and funding for IP development from agencies which:

   i. Do not restrict the number and type of grant applications from a single organization;

   ii. Support IP development in areas of expertise and/or desired growth in the University;

   iii. Do not require reduction in Employee workload or significant re-allocation of University resources; and

   iv. Do not place undue restrictions on the dissemination or publication of any and all results of the work.

   Prior to submission for approval to seek such grants, the Employee will notify their supervisor, chair or dean and their immediate Vice President. Grants and funding opportunities that appeal to alumni, students, and/or any agency of the Seventh-day Adventist Church require greater due diligence on the part of the immediate Vice President and may not be approved even if they meet the foregoing criteria.

   Work release time is often required for the development of IP. The following additional criteria apply to requests to seek outside agency funding requiring work release time or other significant resource contribution by the University:

   i. The proposed grant must be approved prior to submission by the office of the Vice President responsible for each Employee who would be involved.

   ii. Funding required for equipment or facility improvement on the part of the University must be approved prior to submission by the office of the Vice President responsible for each Employee who would be involved.

   iii. The external funding organization must supply supporting salary and benefits for each Employee during work release time and, where possible, funds to the University to offset replacement personnel and/or search costs.
If the request to seek such a grant is approved, the University will engage in good faith efforts to find qualified replacement personnel for those Employees who would receive work release time.

c. **University Institutional Support of IP**

Beyond the expertise and resources of the average employee, the University may, at its discretion, offer support in the development and possible marketing of IPs in which the University will have an ownership interest. Examples of such support, when appropriate, include but are not limited to:

i. Legal Counsel,

ii. Publication and Commercialization contract negotiation support from experienced professionals and agents, and

iii. Legal defense of IP rights, patents, copyrights and trademarks.

The administrative obligation for pursuing institutional support rests with the immediate Vice President, subject to approval of Cabinet.

d. **Rights and Responsibilities Regarding IP Development**

Employees of the University are entitled to full academic freedom as defined in policy (See Section 3.1.5.1, “Ethics And Responsibilities” [44]) during the development of IPs. The developers of IPs supported in any form by the University are expected to be sensitive to all the interests defined in this section, including the Seventh-day Adventist Church. Works that may expose the University, its Employees and students, or the Seventh-day Adventist Church to negative publicity or claims of defamation and are not connected to the academic defense of ideas or artistic creation should not be performed using University facilities in whole or part. Outside activities that diminish the academic integrity or reputation of the University should be avoided. In addition, faculty, students and other Employees should, when using the internet, social media, or any other media, always give careful thought to the nature and character of the work they are creating, publishing, communicating or posting, and should avoid creating, publishing, communicating or posting work that is potentially libelous, slanderous or disparaging, obscene, profane, or objectionable.

Use of University facilities for Commercial Activities Deeper than Consultancy requires prior Cabinet approval and contractual compensation at a fair market price to the University for all facility and resource use.

**Procedure for Early Notification and Reporting of Intellectual Properties**

University Employees who intend to develop IP subject to this Policy for commercial gain shall notify the office of the responsible Vice President prior to (i) any publication or dissemination of such IP; (ii) preparation of an application for patent, copyright or trademark protection regarding such IP; (iii) drafting, negotiation or execution of a license or assignment document regarding such IP; or (iv) any other preparation for commercialization of the IP. Works developed and intended to be published or distributed from the University or with substantial use of University facilities are also subject to this notification requirement.

However, publications of manuscripts such as commercial monographs, textbooks, or articles in academic periodicals, collections and conference proceedings, are not subject to this notification requirement.

**Compliance with Ethical Standards**

In the development of any IPs, an Employee is expected to conform to high ethical standards. Appendix 2 lists some of the ethical standards relevant to IP development. An Employee should take care that in all commercial activities the Employee takes with them the name and ethical code of the University. Employees on leave without pay or during unpaid summer months continue to represent the University in the eyes of the public. During these times, therefore, Employees are still required to request approval from their supervisor for involvement with commercial enterprises deeper than consulting.

**Execution of Necessary Documents:**

In general, an Employee shall execute all documents necessary to management of IP by the University consistent with this Policy as a condition of the Employee's employment at the University.
3. Determination of Ownership
This section details individual and University ownership rights in IP according to the level of support and type of work performed. At any time, the University may determine at its discretion that it is not in its best interests to accept, develop or pursue ownership rights in any IP. If so, then the University will notify concerned Employees of that determination.

a. IP Resulting from Normal and Customary Support
Except as provided in this paragraph and in paragraph III.C, the University shall have no ownership interest in IP clearly resulting from personal or private work and developed by an Employee, without more than Normal and Customary Support as defined in this Policy. Instead, when an Employee develops IP using Normal and Customary Support from the University, all rights in the IP shall belong to that Employee.

b. IP Resulting from Faculty Grants or Other Direct University Support
Except as provided in paragraph III.C, when an Employee who is a faculty member develops IP from work supported by Faculty Development grants or other direct university support, then all rights in the IP shall belong to the faculty member(s) developing that IP. However, the owner(s) of the IP shall pay half of all net revenues derived from that IP to the University until the University has been reimbursed the amount of that Faculty Development Grant, plus and/or the reasonable, allocated cost of all direct support provided by the University, as calculated by the University.

c. University Share of Revenues on Highly-Successful IPs
In the event that Employee develops a "Highly-Successful IP" which is covered by either paragraph III.A or B and which is defined in this paragraph III.C, then, in addition to the reimbursement due to the University under paragraph III.A or B, the owner(s) of the IP shall pay half of all net revenues in excess of $500,000 over any five-year period derived from that IP to the University. A "Highly-Successful IP" means (1) one or more related IPs (2) that generate, over a five-year period, in the aggregate more than $500,000 in net revenues. For example, for purposes of this paragraph, the following constitute "related IPs":

i. All editions of a textbook.

ii. Multiple patents for what is functionally one device or process, or related devices or processes.

d. Exploitation of IP under University Aegis
Employees and students may voluntarily offer IPs developed through Normal and Customary Work to the University for the possible securing of a patent or copyright and for subsequent developing, processing and exploitation under University aegis. If the University accepts such an offer, the Employee shall assign her/his rights to the University and shall thereafter receive seventy-five percent (75%) of the net profits if any (defined as the amount received by the University, less costs) derived from any exploitation of the patent or copyright, unless the parties agree to a different percentage. This policy shall be applied in compliance with all applicable state and federal law.

e. IP Resulting from University Sponsored and University Assigned Work

i. Wholly University Supported
IP resulting from research and creative work wholly supported by University funds shall be the property of the University. The developers of such IPs shall confirm the University's ownership by assigning their rights to the University and shall execute any and all other documents as required to enable the University to protect and manage those rights. Developers specifically responsible for works of IP or significant parts thereof shall be entitled to receive a share of the net profits (defined as the amount received by the University, less its costs) derived from any commercial exploitation of the IP in proportion to their involvement. That total share is determined according to the schedule included in the procedures under Distribution of Revenue.

ii. Multiple Funding Sources
IP resulting from research and creative work supported by an outside agency or agencies, and with University support, shall be governed by the relevant provisions, if any, of the agreement with the sponsoring
agency and the University. Unless otherwise agreed to the contrary, the University shall be entitled to the usual and customary percentage of revenues necessary to cover its costs, including institutional overhead.

f. IP Produced "for Hire"
The University shall be the sole owner of any IP created as a work done "for hire," and may make such disposition of such IP as it may choose.

g. IP Resulting from Work Supported by an Outside Agency
IP resulting from research and creative work supported by an outside agency or agencies shall be governed by the provisions of the agreement with the sponsoring agency. In the absence of such provisions the IP rights shall be determined in accordance with this policy. Unless otherwise agreed to the contrary, the University shall be entitled to the usual and customary percentage of revenues to cover its institutional overhead.

h. IP Rights and Students

i. Coursework Assignments
IPs (including senior projects, writings, software programs, artworks, etc.) produced by a student or students as a result of general coursework assignments are the property of the student or students. Assignments requiring multiple students to participate are the property of those students who must decide for themselves their relevant rights in that IP.

ii. Mentor-guided Projects
IPs produced as the result or by-product of the guided supervision of a mentor on a specific project, where the student is being paid by funds from a mentor's research grant, are the property of the mentor. Such work arrangements should also be documented in a separate written agreement between the mentor and student(s)

iii. Theses
The original records (including software) of an investigation for a graduate thesis or dissertation are the property of the University but may be retained by the student at the discretion of the student's major department and faculty mentor. The University shall have, as a condition of degree award, the royalty-free right to retain, use and distribute a limited number of copies of the thesis, together with the right to require its publication for archival use.

i. Rights when Employee Moves to a New Employment
When an Employee moves to new employment, the University shall enter into a technology administration agreement ("TAA") with the new employer to enable the orderly administration of rights related to any IP created by the Employee and owned by the University. The University will retain all rights to commercialize or otherwise license the IP, and rights in improvements created at the new employment will be determined in accordance with the new employer's IP policy.

4. Revenue Distribution

Scope and Intent for the Distribution and Sharing of Net Revenues:

As noted above, in many circumstances the owner(s) of IP shall pay half of all net revenues derived from that IP to the University until the University has been reimbursed the allocated cost of all direct support provided by the University, as calculated by the University. That "direct support" shall include the cost of material staff time for secretaries or other staff members whose time is used in connection with developing the relevant IP, the cost of supplies, a customary and reasonable charge for the use of facilities. When direct support from the University is minimal, the University shall not be entitled to any reimbursement. An Employee's own salary, or use of his/her own office and office computer, shall not be deemed "direct support" for which the University is entitled to reimbursement. The University shall not be entitled to any reimbursement for IP created or developed by an Employee working without the use of university resources and working outside the reasonable time commitments of the Employee's University position or during a vacation or sabbatical.

In all cases where one party has an obligation to share revenues with another party, the collection of and accounting for all revenue is the duty of the party exploiting the IP. Where the University is entitled to recoup costs, then the University shall be responsible for calculating the costs due to it.
If two or more Employees share in the creation or development of IP, each Employee shall share equally in the revenues from that IP, unless all such Employees have previously agreed in writing to a different distribution and have notified the University in writing thereof.

When the University is entitled to a share of revenues, the party exploiting the IP shall no less often than once each calendar quarter, and within 30 days of the end of that quarter, provide the University with an accounting of the revenues received during the prior quarter, along with payment of that portion of the revenues due to the University. All amounts received by the University shall go into its general fund.

Any party shall have a right to audit the calculations by, and any payments due from, the other party, the cost of such audit to be paid by the party conducting the audit.

5. **Dispute Resolution**

Any disputes involving the University and one or more Employees regarding this Policy or otherwise regarding IP shall be subject to this dispute resolution provision.

First, the parties to the dispute shall attempt to resolve the dispute informally through negotiation. Second, if they cannot resolve the dispute through negotiation, they shall consider whether it would be productive to attempt to resolve the dispute through mediation.

Finally, if the parties cannot resolve the dispute informally, then they shall submit the dispute to binding arbitration. Arbitration shall be held in Walla Walla, Washington and shall be heard by one arbitrator under the Commercial Arbitration Rules of the American Arbitration Association. The arbitrator shall be selected as follows. If the University is a party to the arbitration, the University shall submit the names of five qualified proposed arbitrators, and the other party(ies) to the dispute shall select one arbitrator from that list. If they do not select one arbitrator, then the University shall have the right to select one of the five to be the arbitrator. If the University is not a party, then the party that did not submit the dispute to arbitration shall submit the names of five qualified proposed arbitrators, and the other party(ies) to the dispute shall select one arbitrator from that list.

6. **Respecting the Rights of Third Parties**

The University is committed to respecting and observing the intellectual property rights of third parties, whether under copyright, trademark, patent, trade secret, or other applicable laws. It is critical that at all times faculty, students and other Employees make sure that they do not use or incorporate into their work text, images, video, or any other material incorporating intellectual property belonging to others, without first obtaining all necessary permission, and without providing all appropriate credits. Any time a faculty member, student, or other Employee communicates or posts text, images, or video on the internet or using social media, they are responsible for ensuring that they have first obtained all necessary permissions and that they provide all proper credit. If there is any doubt about whether any such material may be used, a faculty member, student or other Employee should refrain from using the material until that doubt is resolved, and should seek guidance from their supervisor.

7. **Miscellaneous**

For IP developed before the adoption of this policy, the Employee(s) has (have) the option to (1) continue under the policies and agreements existing at the time of he/she undertook the work that led to the creation of the IP, or (2) submit a written request to the University to have his/her/their work approved and governed by this Policy.

**Appendix A: Definitions**

The following definitions apply to certain terms used in this Policy.

a. **Intellectual Properties (IPs):**

Intangible properties protectable as to ownership under the laws of patent, copyright, trademark, or trade secret.

i. **Patentable Inventions**

An invention may be a design, process, code, biological material, or device that shows novelty, usefulness, and non-obviousness. A patent is a contract between the inventor and the government to allow the inventor
exclusive rights to make, sell, or use the invention for a definite period of time. For further information about patents, refer to the U.S. Patents and Trademarks Office at US Patents and Trademarks Office.

ii. Copyright-Protected Material
Copyright-Protected Material includes but is not limited to

A. scholarly material,
B. educational material,
C. art works,
D. film, video or other media productions,
E. musical compositions, and
F. dramatic and nondramatic literary works.

For further information, refer to the U.S. Copyright Office at Library of Congress Copyright website for further information.

iii. Trademarks
Trade or service marks are words, phrases, symbols or designs and colors that in specific combination identify and distinguish one entity or its products from those of others. They are registered with the United States Patent and Trademark Office. Refer to US Patents and Trademarks Office for more information.

iv. Trade Secrets
A "trade secret" is information, including a formula, program, device, method, technique, or process that:(i) derives independent economic value from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use, and (ii) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy.

b. Employee:
"Employee" is defined under this Policy as including any person receiving compensation for service, or any person volunteering services for the benefit of, the University, whether or not that person is deemed an "employee" for wage or hour or other employment law purposes. Employees shall include, but not be limited to, faculty, administrative and professional personnel, exempt and classified staff, staff assistants, and all other student employees. "Faculty" shall be defined as permanent and temporary teaching, research, service, extension, library, graduate teaching and research assistants, visiting scientists, and researchers. Students are not considered employees unless and to the extent to which they are hired by the University for specific tasks.

c. Normal and Customary Supported Works:
Those works developed with no more than the normal support provided to employees and students of the university: general computer support, email, library resources, office space, secretarial support, laboratory use as part of a regular instructional experience, etc. The use of these resources that are ordinarily available to any employee in their defined duty to the University shall be regarded as normal and customary support. The University will not construe the provision of personal office, departmental facilities, library, laboratory, word processing, data processing, or computation facilities, or the payment of salary, as solely of themselves constituting more than "Normal and Customary Support".

d. University:
Walla Walla University

e. University-assigned Works:
Those works that are explicitly out of the norm of regular duties as per job description and practice. They are the result of a specific and temporary re-assignment for an employee. In general, the University will have supported this work by reassigned time, special funding of equipment, etc., and such support will be documented in a
specifically negotiated agreement/contract. Such assignment does not fall under the category of "other duties as assigned" as referred to in many employees' job descriptions

f. University-sponsored works:
Works resulting almost wholly from University support of equipment, facilities such as laboratories or media production studios, supplies, etc., that are beyond that which would be defined as normal and customary. As a general rule, such works would rely heavily on the expertise and/or facilities provided by the University.

g. Works-for-hire (corporate authorship):
Works qualifying as "works made for hire" under the Copyright Act of 1976, as amended, codified at 17 U.S.C. 101 as well as manuscripts, software, patent-able inventions or creations, or other materials produced by persons whose primary employment by the University is specifically to produce such works (e.g., graphic designers, marketing personnel, television producers). Controversies which arise under this distribution are subject to arbitration as defined in this Policy.

h. Outside Agency Funding and Work:
Outside Work is work which involves external (outside agency) sources of funding and/or compensation. In this policy three distinctions are made: IP development resulting from consultancy, from external grant funding, and from commercial involvement.

i. Consultancy
Consultancy is compensated work performed for any entity other than the University which is of limited scope and short-term duration - usually less than two years, and is engaged in without impact on time or workload at the University.

ii. External Funding of IP
External Funding of IP is work done for the benefit of an external agency and/or for the production of specific IP. It may impact workload and time at the University.

iii. Commercial Involvement Deeper than Consultancy
Work performed for a for-profit entity which involves substantial time and constitutes an at-risk financial stake for the employee. Managerial duties to an outside agency will also be taken to constitute Commercial Involvement Deeper than Consultancy.

i. Net Revenues
"Net revenues" are defined as gross revenues, derived by a WWU faculty member from a particular intellectual property product, less actual costs for legal, patent, copyright, and licensing related fees and expenses, compensation to sponsors and consultants pursuant to prior agreements, reimbursement of state funded incremental costs, and other expenses incurred during the intellectual property, commercialization, and production process.

Appendix B: Ethical Standards

In particular but not exclusively, the following standards apply:

a. The Employee discloses the full nature of his personal involvement and compensation from any external funding or consultancy to the office of their immediate Vice President and it is not objected to on ethical grounds. Controversies arising from decisions are resolved according the arbitration process detailed in this Policy.

b. Any funds the Employee receives for IP development are accounted for at the responsibility of the Employee. Records are kept with the Financial Administration Accounting Office. The Employee or any commercial interest in which the Employee stands to profit, or any relative of the Employee, may not act as the vendor of any supplies or equipment purchased with such funds. The University receives a copy of the final accounting at the office of the supervising Vice President.

c. In consultancy the Employee may consult outside of their official duties only if all of the following are true:

* the outside consulting is bona fide and work under the engagement is actually performed;
• the outside consulting is neither within official University duties nor under one's supervision;

• the outside consulting does not involve assisting others in transactions with the University in which the employee has participated;

• the outside consulting is not for an organization or person from whom the law prohibits receipt of gifts;

• the outside consulting is not under a grant or contract created by the University employee; and

• the outside consulting is not one which results in the unauthorized disclosure of confidential information or unapproved transfer of University intellectual property.

d. In Commercial Activity Deeper Than Consultancy the University has the responsibility to evaluate carefully the benefits and costs of its employee's deeper involvement. All employees must disclose to their immediate Vice President any involvements with such enterprise. The following activities trigger a more in-depth review:

• Extensive consulting with a for-profit business venture, with a start-up company, with a company in a developmental phase, or with prospective investors in any of these;

• Ownership of substantial equity in a commercial enterprise that carries on activities closely related to the employee's area of academic work;

• Holding of a line management position in a commercial enterprise;

• Participation in the day-to-day operations of a commercial enterprise; or

• Assumption of a key, continuing role in the scientific and technical effort of a commercial enterprise.

In submitting requests to pursue such activity the Employee shall disclose fully the following aspects of the affiliation

• Nature of the relationship

• Short and long-term commitment of time and effort;

• Financial aspects, including the extent of compensation, equity, and indirect and/or potential economic value;

• Expected benefit to the enterprise; and

• Expected benefit to the employee and to the University.

In evaluating such requests the Vice President, seeking necessary input from supervisors, chairs and deans, shall consider the following items:

• There should be prospective benefits to the employee and the University, especially in the context of teaching, research, and public service.

• The relationship should not interfere with the employee's primary obligation to his or her University appointment, nor should it undermine the morale or academic integrity of the University. There should be no conflict of interest as defined in University rules.

• There must be no anticipated distortion of academic programs or student direction. Special attention must be given to protecting the intellectual property of students.

• There must be free access to the results of all research conducted at the University.
• Holding of a line management position, participation in day-to-day operations within a commercial enterprise, or assumption of a key, continuing role in the scientific and technical efforts of a commercial enterprise should not be approved for full-time faculty, librarians, or other academic personnel. The only condition under which the employee might normally remain at the University while carrying out such activities is if his or her appointment is reduced by a fraction consistent with the level of activities. Even in such circumstances, however, the employee's ethical obligations to the University and responsibilities under the University policies remain undiminished.
Appendix K. Policies For Responsible Computing

Policies For Responsible Computing at Walla Walla University

March 2, 2000

1. Introduction

   a. Scope, Audience, and Authority
   This document describes policies for use of university computer systems by faculty, staff, and students. The creation of these policies involved broad input from the computer users of Walla Walla University. The policies have been adopted by these campus groups: Information Services, the Computer Users’ Committee, the Student Senate, the University Senate, and the President's Cabinet.

   Readers are also referred to several other documents concerning policies and procedures for campus computer resources -- including the Computer Center System Backup Policy, the Computer Center Basic Services Guide, the section in the Governance Handbook regarding the Computer Users’ Committee, the section on Software in the University Copyright Policy, the Computer Primer, the Academic Computing Handbook, and the Internet Primer.

   b. Philosophy
   Walla Walla University maintains computers, computer software, computerized data, computer networks, and connections to external networks, collectively referred to as computer facilities, for the purpose of fostering the instruction, research, and the administrative functions of the university.

   Computing facilities are provided for use by WWU students, faculty, and staff in support of the activities of the university. All students, faculty and staff are responsible for seeing that these computing facilities are used in an effective, efficient, ethical, and lawful manner.

   These policies establish rights, responsibilities, and restrictions regarding the access and use of university-owned computer facilities. These policies apply to centrally administered computer systems, departmental computer systems, and university-owned personal computers. They include all means of accessing these, as well as all computerized institutional data regardless of the office in which it resides or the format in which it is used.

   All computer users have two basic rights -- a reasonable expectation of privacy and a fair share of the resources. Consequently, computer users have the responsibility to help ensure that others also experience those rights. The following policies are intended to ensure these rights.

2. General Policies

   a. Ownership of Resources
   Computer facilities and data owned by the university are to be used solely for university-related activities. All access to centralized computer systems shall be approved through the Computer Center. Access to departmental computer systems shall be approved by the department chairman or authorized representative.

   Computerized Institutional Data
   All computerized institutional data is considered to be an asset of the university and shall be protected from loss, corruption, misuse, and inappropriate disclosure. Certain computerized institutional data, by law or by
university policy, is confidential and may not be released without permission. Users of university computer resources are responsible for the privacy and protection of data over which they have control.

b. **Authorized Users**

Computer facilities are provided to support the instructional, research, and administrative functions of the university. Students, staff members, and faculty members (including emeritus faculty and members of the Board of Trustees) are permitted, upon proper validation, to use the academic portion of these facilities without charge. The facilities available will be determined by the intended use of the facilities and the resources available at the time. Because of limited resources the university does not provide computer facilities for use by relatives or friends who do not otherwise qualify as users.

c. **General Policies**

Policy: Computer users may log in only to their own computer accounts

Rationale: System managers are more able to make systems run smoothly when they know who is using the system. Users are less likely to interfere with each other if they each have their own account. Unauthorized users can then be identified more readily. On systems that charge for computer resources, one user may be paying for the computer usage of another. Some systems limit the number of simultaneous users of a single account. Private information is available to the legitimate owner of an account.

Exceptions: Some systems have generic accounts (e.g., guest) that almost anyone is authorized to use.

Policy: Computer users must ensure that their work does not interfere with others

Rationale: Students, faculty, and staff depend on reliable and efficient computer systems to do work and schoolwork. Disrupting computer systems causes lost productivity and frustration.

Exceptions: Nearly everyone, from time to time, unknowingly does something on the computer that has an adverse effect on the network, the hard drive space, or some other shared resource. This is usually quite innocent and unintentional. Users are responsible for educating themselves regarding their computer work, so as to have a minimum of impact on other users. The Computer Center will help with that educational process by making users aware of resource-consuming activities when they are discovered.

Examples: Exceeding assigned disk quotas
Attaching incompatible equipment to the campus network
Releasing a virus program
Sending harassing messages

Policy: Computer users may not examine, copy, modify, or delete files belonging to other users without their consent.

Rationale: Computer users have a reasonable expectation of privacy for their data stored on campus computer systems. Most systems have security protections in place to make it difficult for users to look where they have no permission to look. This policy applies to System Managers as well as regular computer users.

Examples: Attempting to discover other users’ or system passwords.
Attempting to read or modify other users’ files without their permission.
Attempting to circumvent data protection schemes or uncover security loopholes.
Attempting to read or modify another’s E-mail.
Attempting to modify system software or configuration files.

Note: Users who encounter or observe a gap in system security should report it to the Computer Center.
Exceptions: It is generally considered acceptable for work supervisors to access the work related files in the accounts of their employees when necessary. This is one reason why student employees are encouraged to keep their work files separate from their personal files. Of course, guidelines for these practices will vary between departments.

Policy: Computer users must not waste computer resources

Rationale: Wasting computer resources that could be used by others hurts everyone. Good computer citizens will not use more than their fair share of the computer resources.

Examples: Generating unnecessary printer output.
Using unwarranted or excessive amounts of disk storage.
Creating unnecessary processes on multi-user systems.
Propagating electronic chain letters.
Sending frivolous E-mail to large groups.
Creating or posting inappropriate messages to news or list groups.
Posting messages to multitudinous news groups, creating unnecessary network traffic.

Policy: Computer users must not use WWU computer facilities to gain unauthorized access to remote networks or systems or violate the use policies of any remote system.

Rationale: System managers on the Internet depend on each other's cooperation to enforce policies and keep general order. If a Walla Walla University computer user were to use our facilities to disrupt the operation of remote systems, the only recourse for the remote system manager might be to terminate all access from WWU computers. This could cause the disruption of many Internet facilities upon which our users depend. In addition, if government systems were involved, the user might be in violation of United States and/or Washington State Law (refer to the Washington State Criminal Code).

d. Use and Storage of Potentially Dangerous Programs
The introduction of worm or virus programs into the computer systems can be particularly disruptive. Because of this, the existence of such software as well as other software intended to break security is regulated.

Possession of computer software used to discover passwords or otherwise scan for security loopholes may be allowed for legitimate academic purposes, but must be registered with and approved by the Computer Center before it is stored on a university-owned computer system or system connected to a campus network. To protect the integrity of the network, unregistered copies of such software discovered on campus systems will be promptly removed.

e. Privacy Issues

• Security
The University makes every reasonable effort to ensure the integrity of its various systems. All computer systems available to users offer some form of data protection which can be modified by an authorized user as needed. However, due to a number of technical, legal, and economic reasons, no system will offer absolute security. Thus, users should never place highly sensitive or confidential information on any computer, especially a networked one, without understanding the risks involved. Steps can be taken by users to improve the security of their data through publicly available cryptographic technologies. Users are encouraged to use these techniques when appropriate.

• Privacy and Confidentiality of User Data
The following policies are intended to create a balance between users' rights to privacy and the right to a smoothly-functioning computer system, free of disruption.

• Programs and files stored in users' private directories are considered private unless their owners have explicitly made them available. However, in the case of system problems, violation of federal, state, or
local law, or violation of university policy, system managers (as authorized below) may examine user files and system logs in order to gather sufficient information to diagnose and correct system problems or to investigate potential violation of law or university policy. Any examination of this sort must be reported promptly to the Director of Computing.

- **Personal user files** -- whether stored on disk or backup tape -- are considered private and will not be scanned or read by computer center staff except as specifically authorized below. If system managers discover private information as an incidental result of performing their duties, they are obligated to keep this information confidential. However, such information, if evidence of legal or policy violations, may be used in legal or disciplinary proceedings.

- **System Operation**
  System managers are authorized to examine user files or processes only as far as necessary to ensure reliable and secure system operation. If reliable system operation is in jeopardy, system operators are also authorized to kill or suspend user processes, move user files to alternate storage media or delete files that can be easily recovered (for instance, from off the Internet). The users affected will be promptly notified of the actions taken and the reasons why. System Managers will make every reasonable attempt to assist users in recovering work files that were destroyed in the process of attempting to keep the system running properly.

- **Violation of Law**
  System managers are authorized to take action as required by federal, state, or local law or court order. System managers are authorized to investigate alleged violations of federal or state law and to take action as required to comply with the law.

- **Violation of University Policy**
  System managers are authorized to examine user files to collect evidence of specific university policy violations only when authorized by the president or an appropriate vice president, provided that reasonable cause exists for such a search. Reasonable efforts must be made to conduct searches in a manner that protects individual privacy.

  - Note that not all data created by users is considered personal. In particular, logs of user activity created automatically by system programs (such as login) are not considered personal or private.

  - Some systems run programs which periodically scan disk volumes looking for problem files such as viruses and large graphical images. The system program will report these potential problems to the System Manager. Private disk volumes not mounted on the network are never scanned.

- **Being Logged In is Considered Public Information**
  Most systems have publicly available software that can be used to list the user names of currently logged-in users, and on some systems the last command executed by each user. On some systems, this information is available even from off-campus computers. In short, being logged into a system is considered public information.

- **Disclaimer for Loss of Data**
  The University disclaims liability for the loss of data or interference with files resulting from its efforts to maintain the operation, privacy, and security of the computer facilities. For additional information regarding procedures in place to protect system and user data, refer to Information Services Backup Policy.

  f. **Copyright Policies**
  Illegally copying or storing of copyrighted images, music, or other materials on university computer facilities is expressly prohibited by copyright statute and by the university computer policy. The university reserves the right to search files when it suspects copyright violation, to remove illegally copied material, and in appropriate circumstances to terminate the accounts of users who are repeat offenders. The university will not interfere with standard technical measures used by copyright owners to identify protected copyrighted works.
Many copyrighted programs are made available on campus systems under license agreements with the publishers. These license agreements generally do not allow campus computer users to make copies of these programs. Unless otherwise specified, users are not allowed to make personal copies of software stored on central systems. For additional information refer to Section J.1.1, “Copying Software” [154].

g. Non-Commercial Use Policy
University computer accounts are to be used for the university-related activities for which they are assigned. University computing resources are not to be used for commercial activities without written authorization from the university administration. In these cases, the university will require payment of appropriate fees.

h. Electronic Mail Policies
Electronic mail, once received, belongs to the recipient. A user's mailbox is treated in the same manner as any other file belonging to that user and is subject to the same privacy protections as regular files. (See Section 2.e [170])

The university will not attempt to regulate the content of electronic mail except for cases involving violations of law or other university policies. The university accepts no liability for the content of users’ electronic mail. The university has policies against racism, sexism, and sexual harassment; if necessary, individuals may direct their concerns to the appropriate administrator.

E-mail in departmental accounts (such as alumni@wallawalla.edu) has no expectation of privacy and may be accessed by supervisors or other department employees.

The university does not guarantee the delivery of e-mail, nor can confidentiality be guaranteed during transmission.

All authorized computer users (as defined in Section 2.b [169]) may have campus e-mail accounts. In addition, e-mail accounts may be opened for prospective students.

Accounts may be terminated on the following conditions:
• Repeated or flagrant violation of e-mail policy
• Termination of employment at WWU
• Graduation or termination of enrollment at WWU

Non-enrolled students planning to return to WWU may request that e-mail accounts remain open until their return.

E-mail sent to terminated accounts will be forwarded for a period of 6 months from the date of termination when a forwarding address is provided to the Information Services department. WWU assumes no responsibility for guaranteeing the delivery of e-mail forwarded from terminated accounts.

E-mail is not archived. Short-term backups are performed to ensure system function, but e-mail backups are kept no longer than 48 hours. Requests to retrieve e-mail messages cannot be honored.

3. Policies Specific to Computer Labs
Several clusters of public-access computers are available on campus and are commonly referred to as computer labs. While primarily intended for students to use for course work, faculty and staff are also welcome to use the facilities on an equal basis with students.

• Faculty May Reserve the Computer Labs
Faculty wishing to reserve a computer lab for a class or seminar must contact the office of the Director of Academic Computing at least one week before the event. Such requests are generally granted on a first-come first-served basis. Generally the labs should not be reserved during evening hours nor all at the same time.

• Unattended Workstations
Any workstation left unattended for more than fifteen minutes may be appropriated by another user.
• **Computer Games**
  Playing recreational games in a computer lab is prohibited. Any exceptions to this policy must be approved in writing by the Computer Users’ Committee.

• **Other Non-Academic Computer Use**
  Computer lab facilities are intended for educational and research purposes, and these have higher priority than other types of use (for example, composing personal electronic messages or reading electronic news). A user engaging in non-academic activities while other users are waiting to use a terminal, is expected to yield the terminal. As a matter of courtesy, users should give up the terminal voluntarily without having to be asked.

  Experimenting with graphics (non-course work), reading news, and writing personal correspondence are considered to have educational value; however, they should not be performed during peak lab hours.

• **Manuals**
  Manuals for most common software are available in the labs. Under no circumstances should users remove these manuals or other computer supplies without authorization.

4. **Penalties and Due Process**

• **Available Penalties**
  Depending on the nature and severity of the policy violation, the University may take one or more of the following disciplinary actions:
  • Send a verbal, written, or electronic mail warning
  • Allow only restricted computer privileges
  • Temporarily suspend the computer account (typically 1 to 10 weeks)
  • Revoke all computer privileges

  Warnings and temporary suspension of accounts may be issued by the appropriate System Manager. Restricting or revoking computer privileges for more than three days requires the approval of the Director of Computing. Termination of computer privileges permanently or indefinitely requires action by the university administration.

  Supervisors have authority over their workers' accounts -- to activate or terminate as necessary. Supervisors on administrative systems also determine what specific data access rights their workers are granted. When someone ceases to be an employee of the University, the supervisor or department head should promptly notify the Computer Center so that the account can be disabled.

  In cases where the integrity or functionality of the network or a multi-user system is in jeopardy, the system administrator is authorized to take immediate steps to prevent further damage -- up to and including disabling user accounts and disconnecting a user's workstation from the campus network. In the event that the user's account is being used by someone other than the true owner, this policy may prevent damage to the legitimate owner's data. The system administrator will promptly notify the account owner of the action taken.

  When an account cannot be accessed, the user should immediately contact Computer Support for an explanation of the situation. Quite often, temporary revocation is the result of a minor or unintentional violation of the policies; it is customary to restore the account after the staff has discussed the situation with the user.

• **Procedures for Students**
  Students who are for any reason dissatisfied by the application of this policy have a right to appeal under the procedures specified in the Student Handbook. For severe infractions the matter will be remanded to the Vice President for Student Life for disciplinary procedures under the Student Handbook.

  If the Vice President for Student Life initiates disciplinary action, the Computer Center may be able to provide computing access on a restricted basis during disciplinary proceedings. This restricted access will depend upon the severity of the infraction and the technical feasibility of providing such access. The level of access will be determined by the university administration.
If the Vice President for Student Life chooses not to bring disciplinary action, or if the judicial proceedings are resolved in the defendant's favor, computer access will be restored immediately.

• **Procedures for Employees**
  Employees who are for any reason dissatisfied by the application of this policy have a right to appeal under the procedures specified in the Governance Handbook. For severe infractions, the matter will be remanded to the vice president of the department. The vice president in consultation with the Director of Computing will decide what temporary computer access is appropriate during the disciplinary proceedings.

• **Statutory Provisions**
  The Washington State Criminal Code defines Computer Trespass in the first degree as a class C felony, punishable by fines of up to $10,000 and imprisonment for up to 5 years. Title 18 of the United States Code as amended in 1994 also includes fines and imprisonment for “Computer Abuse.” Copies of the relevant sections of the code are available in the Section K.2, “Revised Code Of Washington Computer Statutes” [176].

5. **Acknowledgments**

Parts of this document were adapted and ideas taken from the computer policies of the following institutions:

Columbia University; California State University, Fresno; University of Hawaii, Manoa; Iowa State University; University of Kentucky; Louisiana Tech University; Princeton University; Rice University, University of Delaware.

6. **Approvals:**

  President’s Cabinet October 20, 1999
  Computer Users’ Committee October 21, 1999
  Lawyer Review January 17, 2000
  Computer Users’ Committee January 20, 2000
  Faculty Senate (Conditionally) March 2, 2000

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K.1. E-Mail Etiquette Guidelines

E-mail Etiquette Guidelines

a. Do review messages before you send them out to make sure they say what you mean to say. Be careful with sarcasm and humor that could be misunderstood.

b. Do assume that anyone could read your e-mail. Treat e-mail the same as a postcard. If you don’t want to read it in the newspaper, don’t write it. Legal precedent has established that courts and employers have legal rights to access stored electronic communication.

c. Do remember that deleting an e-mail message does not necessarily mean that the message is gone. For example, copies may still exist in your e-mail trash can or in other users’ files.

d. Do keep messages short and to the point.

e. Do be sure the subject line reflects the subject of your message.

f. Do include your name at the end of the message.

g. Do check your e-mail regularly. Delete unwanted messages immediately. Keep messages remaining in your mailbox to a minimum. Files you wish to keep should be stored on your personal computer’s hard drive or on diskette.

h. Don’t send or reply to e-mail messages when you are angry. Avoid SHOUTING by capitalizing a word; it’s considered rude.

i. Don’t reply to “all recipients” unless they all need to see your reply.

j. Don’t send personal e-mail messages to the entire campus; this is “spam” and wastes campus resources and time.

k. Don’t send harassing or excessive e-mail to another e-mail user; don’t send e-mail to a user who has specifically requested you to stop sending it.

l. Don’t send chain letters or messages recruiting participants in make-money-fast schemes; doing so not only violates campus policy, but may also violate federal law.

m. Don’t copy an entire large message in your response just to add a line or two of comment.

n. Don’t forward an e-mail not intended for further dissemination without permission from the originator.

o. Don’t attach documents to your e-mail whenever possible. Every mail browser can read text in the main body of the message, but some browsers may not access attachments as well. If you are uncertain what type of browser the recipient uses, send them an e-mail ahead of time.
K.2. Revised Code Of Washington Computer Statuetes

Revised Code of Washington
Computer Statutes

9A.52.110 Computer trespass in the first degree.
(1) A person is guilty of computer trespass in the first degree if the person, without authorization, intentionally gains access to a computer system or electronic data base of another; and
   (a) The access is made with the intent to commit another crime; or
   (b) The violation involves a computer or data base maintained by a government agency.
(2) Computer trespass in the first degree is a class C felony. [1984 c 273 § 1.]
A class C felony is punishable by fines of up to $10,000 and imprisonment for up to 5 years.

9A.52.120 Computer trespass in the second degree.
(1) A person is guilty of computer trespass in the second degree if the person, without authorization, intentionally gains access to a computer system or electronic data base of another under circumstances not constituting the offense in the first degree.
(2) Computer trespass in the second degree is a gross misdemeanor. [1984 c 273 § 2.]
A gross misdemeanor is punishable by fines of up to $5,000 and imprisonment for up to one year.

Summary of The Computer Fraud and Abuse Statute
Title 18 of the United States Criminal Code
18 USC Chapter 47 Sec 1030 Fraud and related activity in connection with computers.
As amended by the 1994 Omnibus Crime Bill

Whoever knowingly and without authorization causes loss or damage to a computer, network, information, data, or program used in interstate commerce or communications (including loss of use of the system by the rightful users), of value aggregating $1,000 or more during any 1-year period shall be punished by fines and imprisonment of not more than five years (ten years for repeat offenders).

The complete text of the statute is available electronically in WordPerfect 5.1 format in the file HAL/AP-P:CLASS\POLICIES\COMPUTER\STATUTES\USCODE.WP.
Reasonable Accommodation Policy for Students and Employees with Disabilities

Revised version: June 1, 1998  
Second Revision: November 30, 2000

General Policy

Walla Walla University does not discriminate on the basis of disability in the admission or access to, or treatment or employment, in its programs or activities in compliance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 (ADA). Applicants and/or existing employees with disabilities or handicaps may request reasonable accommodation to enable them to perform the essential functions of their job. Students and/or student applicants with a handicap or disability may request reasonable accommodation to enable them to successfully function in the university environment. If a student or employee wishes to receive information or request reasonable accommodation, they should contact a compliance officer. The compliance officer for employees is the Director of Human Resources; for students needing learning and other support services, the Disability Support Services Coordinator.

Anyone desiring information about the campus safety plan for individuals with disabilities should consult the document “Emergency Procedures for Assisting Individuals with Disabilities.”

Summary of Applicable Law and Regulations

A. Section 504: The Rehabilitation Act
Section 504 of the Rehabilitation Act provides: “No otherwise qualified individual with handicaps in the United States . . . shall, solely by reason of his or her handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal Financial Assistance.” 29 U.S.C. § 794.

The Section 504 compliance standards apply to the following categories of University programs or activities: (1) admissions and recruitment; (2) treatment of students; (3) academic adjustments; (4) housing; (5) financial and employment assistance to students; and (6) non-academic services. 34 C.F. R. §§ 104.41-104.47.

B. Section 503 of the Rehabilitation Act
Section 503 of the Rehabilitation Act prohibits discrimination against qualified handicapped employees working on federal contracts. It also requires institutions holding federal contracts to take affirmative action to hire and promote handicapped individuals.

C. The Americans With Disabilities Act (ADA)
The ADA provides a comprehensive statutory and regulatory approach to eliminating discrimination against qualified persons with disabilities.

Title I of the ADA applies to employment. Any “qualified individual with a disability”; is entitled to reasonable accommodation under the ADA, provided the individual, “with or without reasonable accommodation, can perform the essential functions of the employment positions that such individual holds or desires.” (42 U.S.C. 12111(8)), and provided that the accommodation does not create an “undue hardship” for the employer. 42 U.S.C. § 12111(10)(A).
Reasonable Accommodation Policy For Students And Employees With Disabilities

Title III of the ADA applies to public accommodations and services operated by private entities such as the University. The general rules of Title III provide: “No individual shall be discriminated against on the basis of disability in the full and equal enjoyment of the goods, services, facilities, privileges, advantages, or accommodations of any place of public accommodation by any person who owns, leases, or operates a place of public accommodation.” 42 U.S.C. § 12182(a).

Qualified Individual with a Disability

A person is considered qualified if he/she:

A. Meets all eligibility criteria.

B. Is able (with or without accommodations) to perform the essential functions of an academic program, activity or job and, with respect to students, have attributes (apart from any disability) and academic ability which qualify them for admission to Walla Walla University.

C. Is able to utilize reasonable accommodations in a manner which allows the individual to perform the essential functions of an academic program, activity or job without imposing a direct threat to the health and safety of:

1. himself/herself or others, if an employee.
2. others, if a student.

Reasonable Accommodations and Procedures for Students with Disabilities

Accommodation

Qualified individuals with handicaps or disabilities may request reasonable accommodations to enable them to successfully function in the university environment.

Documentation of a Disability

All requests for accommodation must be accompanied by appropriate documentation of the student's disability from a physician, psychologist, learning specialist, or other appropriate expert. The documentation must be current, usually within three years, and sufficiently comprehensive. It is the responsibility of the individual seeking an accommodation to identify the disability and to provide documentation of the disability at his/her own expense.

Procedures for Requesting Accommodation

Upon admission to the university, students should self-declare their known and/or suspected disabilities to the Disability Support Services office in order to be informed of available accommodations on this campus. Each request for accommodation will be assessed individually, based on relevant circumstances and factors. It is the responsibility of the individual seeking an accommodation to identify the disability and to provide documentation of the disability at his/her own expense. Final decision for appropriate accommodation rests with the Disability Support Services Coordinator. Any disagreement at this level shall be handled by the appeals process.

Reasonable Accommodations and Procedures for Employees with Disabilities

Accommodation

Qualified individuals with handicaps or disabilities may request reasonable accommodation to assist them in performing the essential functions of their job or making application for a job.

Procedures for Requesting Accommodation

Any employee or applicant (including faculty, administration, staff and student staff) seeking an accommodation in connection with employment should first contact the Human Resources office. It is the responsibility of the employee to provide the University with adequate notice of the disability, to request the particular accommodation, and to provide in writing any necessary medical verification of a disability-related need for the requested accommodation. The Human Resource office will consult with the person’s supervisor and/or other relevant University officials to determine whether a reasonable accommodation is available that will enable the employee to perform the essential functions of
Reasonable Accommodation Policy For Students And Employees With Disabilities

the job. The Vice Presidents for Financial Administration and Academic Administration are the University officials with final responsibility for accommodations relating to employment. Any disagreement at this level shall be settled by the appeals process.

Complaint Mediation/Resolution Resources

Appeal Procedures
Appeal Procedures Appeal procedures are intended to provide a means for an individual to appeal a decision or action regarding an accommodation, modification, auxiliary aid, or academic adjustment, or to otherwise make a complaint about discrimination or harassment based on a disability. It is the intent of the University that all appeals be processed in a manner that promotes the prompt and equitable resolution of complaints. Therefore, individuals with complaints should bring them to the attention of appropriate University personnel as soon as possible after the action(s) causing the complaint. Upon receipt of an informal or formal complaint, University officials will seek a prompt and timely resolution.

An employee or student has the right to refuse an accommodation. This may mean that the employee cannot perform the essential functions of the job and is, therefore, not qualified for the position.

There is no civil rights protection for individuals who do not identify themselves and request the appropriate accommodations, nor are accommodations retroactive (prior to declaration of a disability).

When Making a Complaint
Be specific. Provide a detailed written summary of the incidents or actions taken which are perceived as discriminatory or as a barrier creating lack of access. Include identification of the disability. Include dates, times, names of individuals and/or office(s) involved. Describe and explain your interactions with these individuals or offices. If you are in contact with multiple offices, please notify each office of what efforts other offices have made to resolve your complaint. Keep a record of all written correspondence between yourself and the various offices involved.

A. Informal Appeal
An individual is encouraged to resolve concerns about accommodations or modifications by communicating with the concerned parties and suggesting an appropriate resolution. The individual may seek informal discussion, advice and assistance from the Disability Support Services (DSS) Coordinator in the Teaching Learning Center (for students) or the Director of Human Resources (HR) (for employees). The request for an informal review and resolution should be in writing and should be directed to the person whose assistance is being sought.

This informal process may lead to resolution of the matter. If not, the individual may choose to follow the formal complaint process described below or utilize complaint procedures with outside agencies. An individual may use the formal procedure without first using the informal procedure.

B. Formal Appeal
At each level of the appeals process, the person to whom the appeal is directed for resolution will submit their resolution suggestions in writing in response to the appeal. The person reviewing the alleged discrimination may meet with the student, faculty member, or other University officials for further investigation.

Formal Appeals Relating to Accommodations in Academic or Educational Programs and Services

Reconsideration of Accommodation
The student must submit a written request for reconsideration, with suggestions for an appropriate resolution, to the DSS Coordinator. If the matter is not resolved at this level, then the student may file a written appeal with the Director of the Teaching Learning Center, or directly with the Associate Vice President for Academic Administration (AVP). If the student is not satisfied with the action at the AVP level, he/she may make a written appeal to the ADA Committee.

Implementation of Accommodation
If a student believes an accommodation is not being properly implemented, he/she must submit a written request for reconsideration, with suggestions for an appropriate resolution, to the faculty member, advisor, program manager, or
Reasonable Accommodation Policy For Students And Employees With Disabilities

other person responsible for the implementation. If the matter is not resolved at this level, then the student may file a written appeal with the School Dean, Department Chair, or Program Director involved. The Dean/Chair/Director may meet with the student and faculty member or other University officials for further information gathering. If the student is not satisfied with the action at this level, he/she may appeal to the AVP. If he/she is not satisfied with the action at the AVP level, he/she may appeal to the supervising Vice President of the department or program.

If the Dean/Chair/Director was initially responsible for the implementation, then the student should begin the appeals process at the AVP level.

Formal Appeals Relating to Employee-Related Accommodation Requests and Implementation

Reconsideration of Accommodation
An employee must submit a written request for reconsideration, with suggestions for an appropriate resolution, to the supervisor or director responsible for the initial decision. If the matter is not resolved at this level, then the employee may file a written appeal with the Director of HR. If the employee is not satisfied with the action at the level of the Director of HR, he/she may make a written appeal to the supervising Vice President of the department involved.

Implementation of Accommodation
If an employee believes an accommodation is not being properly implemented, he/she must submit a written request for reconsideration, with suggestions for an appropriate resolution, to the person responsible for the implementation. If the matter is not resolved at this level, then the employee may file a written appeal with the Director of HR. If the employee is not satisfied with the action at the level of the Director of HR, he/she may make a written appeal to the supervising Vice President of the department involved.

Final Levels of Appeal for Students and Employees
The final level of campus appeal for students and employees is through the University grievance process.

At any time a person may appeal to external bodies such as the Office for Civil Rights, Equal Employment Opportunity Commission, or Washington Human Rights Commission.
Office/Phone Number Directory

Walla Walla University
Disability Support Services (DSS) Coordinator/
Section 504 Compliance Officer.................................................................(509) 527-2366
Teaching Learning Center, Lower level of Village Hall

Director of Human Resources (HR)...............................................................(509) 527-2802
Administration Building, Room 101

Assoc. Vice President for Academic Administration (AVP)/
Chair, ADA Committee..............................................................................(509) 527-2395
Administration Building, Room 336

Vice President for Academic Administration..............................................(509) 527-2431
Administration Building, Room 336

Vice President for Financial Administration..............................................(509) 527-2202
Administration Building, Room 329

Vice President for Student Life....................................................................(509) 527-2511
Lower Level, Kellogg Hall

Other Resources
Washington State Human Rights Commission..............(206) 464-6500 voice, 1-800-300-7525 TTY
1511 Third Avenue, Suite 921
MS: TB-41
Seattle, WA 98101

Office for Civil Rights, Department of Education.....(206) 220-7900 voice, 1-877-521-2172 TDD
915 Second Avenue, Room 3310
Seattle, WA 98174-1099

Office of Federal Contract Compliance.................................(206) 398-8000
US Department of Labor
ESA-OFCCP
1111 Third Avenue, Suite 745
Seattle, WA 98101-3212

Equal Employment Opportunity Commission...........1-800-669-4000 voice, 1-800-669-6820 TTY
Federal Office Building
909 First Avenue, Suite 400
Seattle, WA 98104-1061

U.S. Department of Labor, Wage and Hour Division SEA.........................1-866-847-9243
US Department of Labor
1111 Third Avenue, Suite 755
Seattle, WA 98101-3212
Appendix M. Ethics In Research Policy

WALLA WALLA UNIVERSITY
ETHICS IN RESEARCH POLICY

Preamble
Walla Walla University is a community of both faith and inquiry. As a community of faith we hold that all life is a gift of the Creator and is to be treated with care and respect. As a community of inquiry we believe that research and discovery are important for the enhancement of life. Some research cannot be accomplished without the use of living organisms. The following policy is intended to ensure that such research will demonstrate the care and respect for life and human dignity that our belief demands.

Procedure
The university will establish a standing committee known as the Ethics Review Board. It will be chaired by the VPAA and will consist of representatives from each academic department involved in research on animal or human subjects, faculty members at large who teach in the area of philosophy and ethics, and one or two community members from outside the university representing areas such as ethics, medicine, and/or law. This Review Board will:

1. Establish principles, polices, and procedures for ethics in research which will be followed by each department as it approves, conducts, and reviews research.

2. Serve as the appeal board when decisions made at the department level are contested.

3. Review all research proposals that have a level of risk that exceeds the protocols under which the departmental research review process functions.

4. Regularly and randomly assess the research review processes and decisions at the departmental level.

5. Prepare standard material for use by departments, such as forms for securing informed consent.

6. Prepare an annual report assessing the institution's compliance with this policy.

Principles of Research on Human Subjects
The basic principles that will guide all research on human subjects are those found in The Belmont Report of the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research. These include (1) respect for persons as autonomous agents, (2) beneficence, or the effort to assure the well-being of the subject, and (3) justice or fairness in distribution. The following applications are derived from these principles:

1. Informed consent. Subjects will be given full information concerning possible benefits and risks in a comprehensible manner that assures voluntary participation. No coercion will be used, and subjects will be free to withdraw.

2. Assessment of Risks and Benefits. No research will be justified that involves brutal or inhumane treatment of subjects. Risks should be reduced to those necessary to achieve the research objective and must be carefully justified. All risks must be clearly communicated to the subjects.

3. Selection of Subjects. Care will be given to the selection of subjects to assure fairness, so that benefits and risks are not distributed unevenly to a particular social group. In addition, extreme care must be exercised in using children as subjects. Consent must come from both the parent and the child (as appropriate to its age).

Each department will review and approve research proposals according to these guidelines. The department will also determine if the research is conducted in an academically sound manner by investigators who have adequate background in research methods and the content area of the research. When there is significant risk, deception, or when the research involves subjects, such as children or prisoners, whose ability to give fully informed consent is questionable, departments will take the research proposal to the Review Board.

Principles of Research on Animal Subjects
The development of knowledge necessary for the improvement of the health and well-being of humans as well as other animals requires in vivo experimentation with a wide variety of animal species. Whenever WWU departments develop requirements for testing, research, or educational procedures involving the use of vertebrate animals, the following principles shall be considered; and whenever these departments actually perform or sponsor such procedures, the Review Board shall ensure that these principles are adhered to:

1. The transportation, care, and use of animals should be in accordance with the Animal Welfare Act (7, U.S.C. 2131 et. seq.) and other applicable Federal laws, guidelines, and policies.

2. Procedures involving animals should be designed and performed with due consideration of their relevance to human or animal health, the advancement of knowledge, or the good of society.

3. The animals selected for a procedure should be of an appropriate species and quality and the minimum number required to obtain valid results. Methods such as mathematical models, computer simulation, and in vitro biological systems should be considered.

4. Proper use of animals, including the avoidance or minimization of discomfort, distress, and pain, when consistent with sound scientific practices, is imperative. Unless the contrary is established, investigators should consider that procedures that cause pain or distress in human beings may cause pain or distress in other animals.

5. Procedures with animals that may cause more than momentary or slight pain or distress should be performed with appropriate sedation, analgesia, or anesthesia. Surgical or other painful procedures should not be performed on unanesthetized animals paralyzed by chemical agents.

6. Animals that would otherwise suffer severe or chronic pain or distress that cannot be relieved should be painlessly killed at the end of the procedure or, if appropriate, during the procedure.

7. The living conditions of animals should be appropriate for their species and contribute to their health and comfort. Normally, the housing, feeding, and care of all animals must be directed by a scientist trained and experienced in the proper care, handling, and use of the species being maintained or studied. Veterinary care shall be provided as needed.

8. Investigators and other personnel shall be appropriately qualified and experienced for conducting procedures on living animals. Adequate arrangements shall be made for their in-service training, including the proper and humane care and use of laboratory animals.

9. Where exceptions are required in relation to the provisions of these Principles, the decisions should not rest with the investigators directly concerned but should be made, with due regard to Principle 2, by an appropriate review group such as an institutional animal care and use committee. Such exceptions should not be made solely for the purposes of teaching or demonstration.

In addition, animal research will be carried out with reference to the OPRR "Public Health Service Policy on Humane Care and Use of Laboratory Animals" and the U.S. Department of Health and Human Services "Guide for the Care and Use of Laboratory Animals."
M.1. Sample Informed Consent Form

The following is a sample informed consent form.


RESPONSIBLE INVESTIGATOR:

TITLE OF PROTOCOL:

TITLE OF CONSENT FORM:

I have been asked to participate in a research study that is investigating (describe purpose of study). In participating in this study I agree to (describe briefly and in lay terms procedures to which subject is consenting).

I understand that:

a. The possible risks of this procedure include (list known risks or side effects; if none, so state). Alternative treatments include (list alternative treatments and briefly describe advantages and disadvantages of each; if none, so state).

b. The possible benefits of this study to me are (enumerate; if none, so state).

c. Any questions I have concerning my participation in this study will be answered by (list names and degrees of people who will be available to answer questions).

d. I may withdraw from this study at any time without prejudice.

e. The results of this study may be published, but my name or identity will not be revealed and my records will remain confidential unless disclosure of my identity is required by law.

f. My consent is given voluntarily without being coerced or forced.

g. In the event of physical injury resulting from the study, medical care and treatment will be available at: (list name and address of facility).

Date

Subject or Responsible Party

Subject's Social Security Number

Auditor/Witness

Investigator
Appendix N. Organizational Diagrams

N.1. Administrative Organizational Diagram
N.2. Governance Organizational Diagram

Note: Color is for visual clarity only.
Appendix O. Faculty Severance Pay And Benefits

Severance Pay and Benefits
Walla Walla University

Severance pay and benefits are provided to a faculty member in the months following termination due to extraordinary circumstances as defined by the Faculty Termination Policy (See Section 3.1.5.9.1, “Reason for Termination” [56]). The intent of these severance provisions is to give personal and professional assistance to aid in the faculty member’s resulting transition.

Extraordinary Circumstances
In accordance with Faculty Termination Policy and NAD Working Policy FEC 05 25 and Y 36, when a faculty member is terminated due to extraordinary circumstances (See Section 3.1.5.9.1, “Reason for Termination” [56]) severance pay and benefits are provided as detailed below unless continuous full-time employment as a faculty member in the Adventist higher education system is secured as of the date of termination.

SEVERANCE PAY FOR TENURED FACULTY

A tenured faculty member will be eligible for nine (9) months of severance. This will be a single payment1 (based on the new fiscal year pay level including professional development allowance, see Appendix D p. 101) that will be issued by the pay day following date of termination. In addition to severance pay the faculty member may be eligible for unemployment benefits. This state benefit is intended to provide financial support for someone who is unemployed and is actively seeking work. See “Unemployment Insurance Benefits” listed below.

SEVERANCE BENEFITS FOR TENURED FACULTY

Health Care Coverage

1. First 60 days following date of termination - Beginning on date of termination, faculty member will be eligible for up to 60 days of continued health care coverage in accordance with the Health Care Assistance Plan (HCAP) under Adventist Risk Management. (Non-taxable)

2. After 60 days - Additional financial provisions will be made available to enable the faculty member to purchase an individual or family health insurance plan. The amount of financial assistance will be determined based on a factor of the per member per month (PMPM) cost of University health care coverage for the prior calendar year as reported by Adventist Risk Management. The faculty member will be eligible for reimbursement of up to 125% of the PMPM cost for each individual covered on the plan at date of termination for up to 10 months.

   a. Faculty member will provide verification of health care coverage to the Human Resources Department to support the reimbursement. He/she will provide proof of payment to Accounting department for purchased health insurance for reimbursement up to maximum allowed.

   b. If a faculty member is denied health insurance coverage he/she may be eligible to participate in a state insurance plan. Reimbursement for participation in this plan will be provided in the same manner as described above.

   c. The Human Resources department will direct the faculty member to resources (ex. Broker) that can aid in securing a health insurance plan.

   d. Reimbursement assistance continues for up to ten (10) months or until the faculty member has access to health care coverage through their spouse or a new employer, whichever occurs first.

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1In consideration of possible tax implications, payment may be received in two installments at the request of the faculty member.
Faculty Severance Pay And Benefits

Example
Faculty member has two dependents on the HCAP plan on date of termination. The prior calendar year PMPM cost is $400. The reimbursable limit is $1,500 ($400*3 people*1.25). Faculty member purchases private insurance for three people and brings verification of coverage to the HR Department. Copies of payments made are submitted to the Accounting Department for reimbursement up to $1,500 per month.

Educational subsidy

1. Primary/secondary school - Beginning on date of termination, faculty member will be eligible for subsidy until the end of the calendar year for children who were enrolled at time of final notification. Benefit is not subject to tax.

Example
Faculty member receives final notification of termination decision on March 1. He/she has child(ren) enrolled in primary/secondary school at time of notification. Date of termination is September 1. Faculty has same child(ren) enrolled for new school year and will be eligible for subsidy until December 31.

2. College/university - for students attending WWU subsidy will continue for full school year following date of final notification (excludes summer). The student must be enrolled at WWU at time of final notification. For students already attending other colleges and universities the subsidy will expire at the end of the school year following date of final notification. Benefit is not subject to tax.

Example
Faculty member receives final notification of termination decision on March 1. He/she has a child enrolled in WWU and at Washington State University at time of notification. Date of termination is September 1, 2010. Faculty member’s child at WWU will continue to be eligible for subsidy for the 2010-2011 academic year following date of termination. Faculty member’s child attending Washington State University will be eligible for subsidy until end of the 2009-2010 academic year.

Free Tuition
In the two (2) years following date of termination, the faculty member is eligible for free tuition credits at Walla Walla University not to exceed a total of ninety-six (96). Faculty member may share credits with his/her spouse. Benefits are subject to tax based on IRS guidelines for educational assistance listed in publication 970. See IRS publications list for details.

Moving Allowance
In the twelve (12) months following date of termination, the faculty member is eligible for assistance with moving expenses for one (1) move not to exceed one-sixth of his/her annual salary for the twelve (12) months leading up to the date of termination. If the move is to new employment and the new employer has a practice that covers the cost of the move, the faculty member will not be eligible for a moving allowance.

SEVERANCE PAY FOR NON-TENURED FACULTY

With less than three years of full-time service
By the pay day following date of termination, the faculty member will receive a single payment\(^2\) in accordance with NAD Working Policy Y 36 “Termination Settlements”.

With three or more years of full-time service
By the pay day following date of termination, the faculty member will receive a single payment\(^2\) equal to 1 month of compensation (based on the new fiscal year pay level including professional development allowance) for each year of service up to a maximum of 6 years.

Example
Faculty member receives final notification of termination decision on March 1. Employment and associated compensation continues until June 30 (date of termination). He/she receives a single payment on July 12.

\(^2\)In consideration of possible tax implications, payment may be received in two installments at the request of the faculty member.
SEPARATION AGREEMENT AND RELEASE

The severance provisions will be contingent upon signing a Separation Agreement and Release which defines the terms and conditions of a specific termination in accordance with policies defined in Appendix O and in the Faculty Termination Policy. The release will not require faculty to give up rights afforded in the Faculty Termination Policy. Faculty members with questions about severance pay or benefits are encouraged to contact the Human Resources Department. Additional details about severance provisions and other employee benefits will be discussed during an exit interview prior to date of termination.

OTHER BENEFITS (TENURED AND NON-TENURED)

Retirement Contribution
Employer and employee contribution to retirement savings account end upon date of termination. Severance payment(s) are not eligible for retirement contribution.

Unamortized Moving/Education
The faculty member’s unamortized moving/education expenses are forgiven. Value of amount forgiven is subject to tax.

Unemployment Insurance Benefits
The faculty member may be eligible for unemployment benefits. These payments are made for a limited period of time to people who are unemployed through no fault of their own, who are able and willing to work, and who are actively seeking work. To determine eligibility, the faculty member is encouraged use the contact information listed below.

- Washington - Employment Security Department at 800-318-6022 or go to http://www.esd.wa.gov/
- Oregon - Call 877-877-1781 or go to http://www.oregon.gov/EMPLOY/UI/index.shtml
- Montana - Call 406-444-2545 (Missoula) or 406-247-1000 (Billings) or go to https://app.mt.gov/ui4u/index

Life Insurance
Current coverage ceases at the end of the month in which faculty member’s employment terminates. Within 31 days of termination the faculty member may convert all or part of his/her group life insurance coverage and/or dependent life insurance coverage to an individual life insurance policy without being required to submit proof of insurability. If the faculty member does not convert within 31 days, his/her policy is canceled. The University does not contribute to the cost of this coverage.

Long-term Disability Insurance
Current coverage ceases at the end of the month in which faculty member’s employment terminates. Within 31 days of termination the faculty member may convert his/her group disability insurance (within policy conversion limitations) to an individual long-term disability policy without having to provide proof of insurability. After 31 days, coverage may not be converted. The University does not contribute to the cost of this coverage.

Flexible Spending Accounts
Any money a faculty member has in a flexible spending account can still be used for expenses incurred prior to the date his/her participation in the plan ends.

Other Forms of Separation

RETIREMENT
Severance pay and benefits will not be given to a faculty member whose employment ends due to retirement.

RESIGNATION
Severance pay and benefits will not be given to faculty members whose employment ends due to voluntary resignation. A faculty member may be eligible for unemployment benefits. See details listed above under “Unemployment insurance benefits”.

PERSONAL CAUSE
SEVERANCE PAY
Except in unusual circumstances as determined by the university administration and action of the Board of Trustees, severance pay will not be given to a faculty member who is terminated due to personal cause (Section 3.1.5.9.1, “Reason for Termination” [56]).

SEVERANCE BENEFITS
Except in unusual circumstances as determined by the university administration and action of the Board of Trustees, employee benefits will cease in accordance with university policy and NAD Working Policy on date of termination. The faculty member may be eligible for unemployment benefits. See details listed above under “Unemployment Insurance Benefits”.
Appendix P. Privacy Policies

P.1. Family Education Rights and Privacy Act (FERPA)

In accordance with the Family Educational Rights and Privacy Act (commonly referred to as FERPA, or the "Buckley Amendment,") Walla Walla University has adopted the following policies and procedures to protect the privacy of education records. Students will be notified of their FERPA rights annually by publication in the WWU Bulletin and on the WWU homepage.

Definitions

Walla Walla University uses the following definitions in this policy:

**Student:**
any person who attends or has attended WWU.

**Education records:**
any record maintained by the University which is directly related to a student, with the following exceptions:

- Personal records kept by university employees which are in the sole possession of the maker and are not accessible or revealed to any other person except a temporary substitute;

- Employment records unless the employment records are contingent on the fact that the employee is a student;

Right of the University to Refuse to Provide Copies

Walla Walla University reserves the right to deny copies of transcripts or other records (not required to be made available under FERPA, if the student has an overdue financial obligation to the University or if there is an unresolved disciplinary or academic dishonesty action against the student.

Disclosure of Education Records

Walla Walla University will disclose information from a student's education records only with the written consent of the student, except:

To school officials who have a legitimate educational interest in the records.

A school official is:

1. A person employed by the University in an administrative, supervisory, academic, research, or support staff position

2. A person elected to the Board of Trustees;

3. A person employed by or under contract to the University to perform a special task, such as legal counsel or an auditor.

4. A student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her task.

A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her task. Examples include:

1. Performing a task that is specific in his or her job description or by a contract agreement; or
2. Performing a task related to a student's education; or

3. Providing a service or benefit relating to the student or student's family, such as health care, counseling, job placement, or financial aid.

4. To officials of another school, upon request, in which a student seeks or intends to enroll.

5. To certain officials of the U.S. Department of Education, the Comptroller General, and state and local educational authorities, in connection with certain state or federally supported education programs.

6. In connection with a student's request for or receipt of financial aid, as necessary to determine the eligibility, amount, or conditions of the financial aid, or to enforce the terms and conditions of the aid.

7. If required by a state law requiring disclosure that was adopted before November 19, 1974.

8. To organizations conducting certain studies for or on behalf of the University

9. To accrediting organizations to carry out their functions.

10. To comply with a judicial order or a lawfully issued subpoena

11. To appropriate parties in a health or safety emergency.

12. To an alleged victim of any crime of violence or sexual harassment offense of the results of any institutional disciplinary proceeding against the alleged perpetrator with respect to that crime or offense.

**Record of Requests for Disclosure**

Walla Walla University will maintain a record of all requests for and/or disclosure of information from a student's education records. The record will indicate the name of the party making the request, any additional party to whom it may be redisclosed, and the legitimate interest the party had in requesting or obtaining the information. The record may be reviewed by the student.

**Directory Information**

Walla Walla University designates the following categories of student information as public or "Directory Information." Such information may be disclosed by the institution at its discretion.

1. Name
2. Current enrollment status.
3. Telephone number.
4. Date and place of birth, dates of attendance, class standing, previous institution(s) attended, major field of study, awards, honors (including Dean's List), degree(s) conferred (including dates), and full-time or part-time status.
5. E-mail addresses.

Currently enrolled students may withhold disclosure of Directory Information. To withhold disclosure, written notification must be received in the Academic Records Office at: Walla Walla University, 204 S College Ave., College Place, WA 99324. Directory Information will then be withheld indefinitely until the Academic Records Office receives in writing a revocation of the request for nondisclosure.

Walla Walla University will honor a request to withhold information listed but cannot assume responsibility to contact the student for subsequent permission to release the requested information. Regardless of the effect upon the student, the institution assumes no liability as a consequence of honoring instructions that directory information be withheld.

**Correction of Education Records**

If students believe that any information contained in their education records is inaccurate, misleading, or in violation of their privacy rights, they may request in writing that the office which contains those records amend them. Students
Privacy Policies

should identify the part of the record they want changed and specify why they believe it is inaccurate, misleading, or in violation of their privacy rights.

That office will reach a decision and inform students in a reasonable amount of time after receiving the request. If the records custodian refuses to amend the record, students have the right to a hearing. This hearing will be conducted by an appropriate committee appointed by the Academic Vice President of the University. The hearing will be held within a reasonable amount of time after the request for a hearing has been made. The hearing committee will notify the student, reasonably in advance, of the date, place, and time of the hearing.

Students will be afforded a full and fair opportunity to present evidence relevant to the issue raised. Students may be accompanied by one or more other persons. The committee will make its decision in writing based on the evidence presented at the hearing. The decision will include a summary of the evidence presented and the reasons for the decision.

If the hearing committee supports the complaint, the education record will be amended accordingly and students will be so informed. If the hearing committee decides not to amend the education record, students have the right to place in the education record a statement commenting on the challenged information and/or stating the reasons for disagreeing with the decision. This statement will be maintained as part of the education record as long as the contested portion is maintained, and whenever a copy of the education record is sent to any party, the student's statement will be included.
P.2. Health Information Privacy Patient Act (HIPPA)
§ 42.17.310. Certain personal and other records exempt

1. The following are exempt from public inspection and copying:

   a. Any library record, the primary purpose of which is to maintain control of library materials, or to gain access to information, which discloses or could be used to disclose the identity of a library user.

2. Except for information described in subsection (1)(c)(i) of this section and confidential income data exempted from public inspection pursuant to RCW 84.40.020, the exemptions of this section are inapplicable to the extent that information, the disclosure of which would violate personal privacy or vital governmental interests, can be deleted from the specific records sought. No exemption may be construed to permit the nondisclosure of statistical information not descriptive of any readily identifiable person or persons.

3. Inspection or copying of any specific records exempt under the provisions of this section may be permitted if the superior court in the county in which the record is maintained finds, after a hearing with notice thereof to every person in interest and the agency, that the exemption of such records is clearly unnecessary to protect any individual's right of privacy or any vital governmental function.

4. Agency responses refusing, in whole or in part, inspection of any public record shall include a statement of the specific exemption authorizing the withholding of the record (or part) and a brief explanation of how the exemption applies to the record withheld.
Appendix Q. University Senate Chair Consideration

In consideration of the time commitment of University Senate Chair, four options are available. Exact dollar amounts for options related to contract rate scales are set at the highest institutional contract teacher rate.

**Option 1:**
The dollar equivalent of a 2-hour per quarter contract rate, payable over the five pay periods per quarter (taxable).

**Option 2:**
The dollar equivalent of a 2-hour per quarter contract rate placed in an academic equipment reserve fund, with the understanding that:

1. the equipment purchased would belong to the university;
2. the individual serving as University Senate Chair directs use of the reserve fund;
3. the Vice President for Academic Administration approves all purchases.

**Option 3:**
The dollar equivalent of a 2-hour per quarter contract rate placed in a protected, nontaxable professional development fund with the understanding that:

1. the individual serving as University Senate Chair directs use of the fund for professional development expenses (books, conferences, computer equipment, etc.);
2. funds are available via reimbursement as approved by the Vice President for Academic Administration.

**Option 4:**
One-third release time with classes covered by contract teaching as needed.